



ANNEX C1: Twinning Fiche

Project title: Improved Capacity of Civil Enforcement Offices (Phase II)

Beneficiary administration: The Republic of Turkey, the Ministry of Justice

Twining Reference: TR 14 IPA JH 09 17

Publication notice reference: PROSPECT Reference Number 158811

EU funded project

TWINNING INSTRUMENT

Abbreviations

BC	Beneficiary Country
CFCU	Central Finance and Contracts Unit
CEOs	Chief Enforcement Officers
CoE	Council of Europe
DEOs	Deputy Enforcement Officers
DG	Directorate General
EOs	Enforcement Offices
EU	European Union
IPA	Instrument for Pre-accession Assistance
IT	Information Technologies
JP	Joint Programme
MIPD	Multi-Annual Indicative Planning Document
MoJ	Ministry of Justice
NPAA	National Programme of Turkey for the Adoption of EU Acquis
N/A	Not Applicable
PAO	Programme Authorising Officer
PL	Project Leader
RTA	Resident Twinning Advisor
QMS	Quality Management System
SPO	Senior Programme Officer
SWOT	Strengths, Weaknesses, Opportunities and Threads
TNA	Training Need Analysis
ToT	Training of Trainers
TW	Twining
UYAP	National Judiciary Informatics System

1. Basic Information

1.1 Programme: Judiciary 2014 Programming Year, Indirect Management with ex-post control, Financing Decision number: IPA/2014/031-874 (EC)- IPA National Programme for Turkey 2014- Objective 1

1.2 Twinning Sector: Justice and Home Affairs (Judiciary and Fundamental Rights)

1.3 EU funded budget: 1.900.000 Euro (IPA Contribution); 2.000.000 Euro (Total Budget)

2. Objectives

2.1 Overall Objective(s):

To enhance the efficiency and the confidence in the judiciary along with strengthening the institutional capacity of enforcement offices and to ensure effectiveness and efficiency of enforcement services.

2.2 Specific objective:

To contribute to the increase confidence in the judiciary by means of ensuring the functioning of enforcement services in an effective, impartial, foreseeable and consistent manner by developing and implementation of a new model for large pilot enforcement offices and increasing the public confidence in the enforcement system.

2.3 The elements targeted in strategic documents i.e. National Development Plan/Cooperation agreement/Association Agreement/Sector reform strategy and related Action Plans

Improving the efficiency of the judiciary is specified among the priorities both in the National Plans and in the Accession Partnership Agreements between Turkey and the EU. Civil court judgments are enforced by the enforcement offices. As an integral part of the judicial process, enforcement services need to be strengthened in order to contribute to the efficiency of the judiciary as a whole.

The issue of improving the efficiency of the enforcement services remains as a central component of the objective of improving the overall efficiency of the judiciary.

Accession Partnership - National Programme of Turkey for the Adoption of EU Acquis (NPAA)

Priority No. 23.1 of Chapter 23 of the NPAA based on the Council Decision of 18 February 2008 on the Accession Partnership with the Republic of Turkey, focuses on “*increasing the efficiency, efficacy and functionality of the judiciary*” based on schedules for legislative alignment and institution building.

Turkey 2015 and 2016 Progress Report

The Commission staff documents accompanying the Turkey Annual Progress reports make strong and detailed mention of the overall need for increased efficiency in the judiciary, but with no particular mention of enforcement services.

10th Development Plan of (2014-2018)

The 10th National Development Plan makes mention of a plan for the improvement of judicial services (part 5.6.5 paragraph 321).

Judicial Reform Strategy Document

Improving the Justice System and Increasing Effectiveness in Practice are within the main targets stated in the Judicial Reform Strategy Paper, prepared by the Ministry of Justice (MoJ). The current project

proposal is linked with the following objectives stated in the Judicial Reform Strategy Paper and will find a better base of implementation;

- Objective 3.5.: “*Proceeding with the works regarding the improvement of physical and technical capacities of courthouses*”. Further improvement of the enforcement service will contribute to the improvement of the institutional capacities of courthouses.
- Objective 3.8 calls for “*Reducing the workload arising from public administration*”. This objective targets improvement of efficiency and effectiveness of the enforcement offices and the public institutions that they interact with them. By this way, it has also been aimed reducing workload and accelerating work processes of enforcement offices.
- Objective 3.13. directly targets the issue of enforcement service by aiming at “*Restructuring the enforcement and bankruptcy system*”, with a number of specific implementation strategies e.g.
 - Re-arranging the organizational structure of enforcement offices
 - Revising the legislation regarding the enforcement and bankruptcy law
 - Dissemination of a new enforcement office model that enables specialization and efficiency
 - Developing an alternative collection procedure regarding subscription agreements

The current project will address a number of the above strategies.

- Objective 3.16 addresses the “*determination of working processes in judicial organisations*” and as such is inherently linked with the objectives of the current project.

The Strategic Plan for 2015-2019 of the Ministry of Justice

Improvements in the enforcement system are prioritised in the Strategic Plan of the MoJ (2014–2019), based on a set of performance of indicators and a number of objectives relevant to the current project. The Strategic Plan constitutes a guiding framework for the other relevant planning documents mentioned in this section; the Plan is also in line with other planning documents such as the MIPD and Indicative Strategy Paper for Turkey 2014-2020 - Instrument for Pre-Accession Assistance (IPA) II.

The main relevant performance indicators within the Plan are e.g. reduction of the overall workload and of the rate of increase of workload and reduction in the overall duration in the finalisation of judicial processes.

Indicative Strategy Paper for Turkey 2014-2020 - Instrument for Pre-Accession Assistance (IPA) II

The section on “Democracy and Rule of Law” within the IPA II Indicative Strategy Paper for the period 2014-2020 makes strong mention of the need for continuation and strengthening of the process of reform of the judiciary, particularly through efforts in strengthening relevant institutions (capacity building).

“*Enhanced efficiency and effectiveness of the judiciary...*” lies among the main expected results under the subject assistance scheme. This result is expected to be supported by the following specific action, according to the SP, for which the current project constitutes a justification pillar: “*Increasing judicial efficiency and improving administration, by addressing the issues of court workload...*”. The Strategy Paper elaborates by making specific mention of *reduction of backlogs in courts through the improvement of clearance rates by reducing the number of pending cases*. Improvement in the functioning of the enforcement process and of the trustee storages will be contributing to the overall improvement of the judiciary.

3. Description

3.1 Background and justification:

Turkey attributes significant attention to the improvement of both the judicial system and of the enforcement system as two inseparable part of the judicial chain.

Decisions made by the courts are carried out by the executive offices. The enforcement process is part of the right to a fair trial. Inefficient enforcement systems that do not serve this purpose will undermine the effectiveness of the judging process by preventing the proper execution of court decisions.

The enforcement system is based upon the provisions of the Enforcement and Bankruptcy Law of 1932 which is by now antiquated and cannot meet current demands. The organizational structure envisaged by the Enforcement and Bankruptcy Law of 1932 has proven to be inadequate in coping with an excessively increasing workload, which has been particularly evident during the recent years. Additionally, certain arrangements and existing deficiencies in the Enforcement and Bankruptcy Law have given rise to certain problems within the enforcement offices, leading to inefficient and lesser-quality service along with a decrease of the public confidence in the justice system overall and in its institutions.

The Law on Enforcement and Bankruptcy (Law no: 6352) was amended in 02 July 2012, (Amendment of Certain Laws to Improve Services for the Judiciary), a turning point in the enablement of the Ministry of Justice to introduce key modifications in the subject Law concerning the following points, all having resulted in a new period. In other words, current amendment enacted marks the commencement of certain reforms and the most notable reforms are presented below:

- Extensive use of Information Technologies (IT) systems in the enforcement offices in order to enhance the efficiency and transparency of the system, i.e. e-auctions in the enforcement proceedings; eradication of cash flow in the enforcement offices and implementation of online banking system applications, provisions for the electronic auction of impounded goods.
- Improvements in the regulation of the debtor's rights in the context of enforcement proceedings.
- Introducing the body of enforcement clerks, which addresses a new meaning for the human resources of the enforcement offices.
- Creation of a Central Enforcement Management Unit.
- The opportunity to participate in the judicial sales by making electronic bids via UYAP was introduced as confirmed by the Judicial Reform Strategy. With this practice, it is aimed to conduct sale transactions in a more transparent environment by a combination of compulsory execution sale transactions, which have become an indispensable part of enforcement and bankruptcy offices with technology. Moreover, the Law enables that all operations that are normally conducted in the enforcement offices are conducted via the safe electronic signature, the entire operations are saved and stored via UYAP by the offices, the collections and refunds are made via the banks, thereby preventing the cash flow in the office and enforcement clerk cadre has been created.

During the first phase of the project, enforcement system has been re-enforced with the implementation of the following activities based on new institutional and legal framework compliant with the European standards on civil enforcement and with the relevant EU framework.

- This first phase was implemented in relevantly small and medium sized sub-provinces, such as Gaziantep, Afyonkarahisar, Trabzon, Hatay and Menemen Courthouses were selected as the pilot implementation sites in which the new enforcement model was implemented. In addition, New Model practice began in Malatya and Ankara West Courthouses within the project framework while Aydın Courthouse was involved through the decision by the Ministry. After the project implementation, the New Enforcement Model had also been introduced in the Courthouses of Rize, Yalova, Düzce, İskenderun, Samsun, Edirne, Adıyaman, Erzincan, Ordu, Kahramanmaraş, Gebze, Kastamonu, Fethiye, Kuşadası and Çankırı.
- The pilot Enforcement Offices become operational according to the principles (i) one single enforcement office per city, (ii) specialization and (iii) standardization of practices.

- Department of Enforcement and Bankruptcy Services¹, previously called as Unit, was established in order to increase efficiency and effectiveness in enforcement and bankruptcy services with the approval of the Minister dated 17/05/2013 as affiliated to the Directorate General (DG) for Personnel Affairs. The purpose has been centralising the duties performed by various units of the Ministry and establishing an institutional structure in the administration of enforcement and bankruptcy system.
- Legal support to the new institutional framework of the enforcement system has been provided by the European standards along with with the activities designed and implemented in small and medium scale enforcement offices.
- Training materials were prepared and distributed among the trainees and the intensive training in enforcement and ethics were delivered.
- Quality Management System (QMS) for the enforcement offices was designed and implemented in the MoJ and in the 7 pilots. To support the QMS, a permanent structure has been set up: (i) a Quality Commission at national level –MoJ- and (ii) quality teams at the local level, although both are not sufficiently functional today.

A new model of enforcement offices, which is also considered as promoting a reform period, began to be implemented in total 24 small and medium scale pilot courthouses. It is expected to enhance the overall relevance of the second phase of the Project along with current needs and expectations to improve efficiency and effectiveness of the system.

The MoJ has acknowledged that the results/outputs of the first phase and the following concrete recommendations have been taken into account as important sources of reference in design of the second phase of the project.

- Further development of the enforcement and insolvency unit of the MoJ (organise consultation and awareness raising activities with the relevant stakeholders, rest of the concerned MoJ departments to explain the new responsibilities; concretize and implement the Strategic Plan and the OperationPlan);
- Continuous training of the enforcement staff;
- Strengthening legal framework of the new enforcement system for defining the organizational chart and the duties and responsibilities of each position within the new EO organization;
- Dissemination of the new model to more provinces in the mid-term and to the whole country in the long-term;
- Further improvement of the necessary IT system (UYAP platform).

Despite of recent amendments and efforts provided by the first phase of the project, existing **deficiencies in the Enforcement and Bankruptcy Law and in the enforcement system** have given rise to certain problems within the enforcement offices, leading to inefficient and lesser-quality service along with a decrease of the public confidence in the justice system overall and in its institutions. This has been demonstrated by inefficiency in the enforcement of judgements, which is one of the weakest links in the judicial chain, as it creates the risk of subverting the judicial process and eroding public confidence and respect.

Under the above listed circumstances, the new Project (second phase) “Improving Capacity of Civil Enforcement Offices (Phase II)” under the IPA-II 2014 programming period aims at addressing complementary aspects of the enforcement system, **not specifically addressed during the first project**, as well as focusing on the gaps, and newly required expectations. This second phase project will be elaborating on a **new enforcement model for larger provinces in Turkey** in addition and

¹İcra ve İflas Hizmetleri Daire Başkanlığı

complementary to the first phase of implementation; with a particular emphasis on ensuring the functioning of enforcement services in an effective, impartial, foreseeable and consistent manner.

This new phase will target development of an innovative model for larger enforcement offices in Turkey through addressing in detail the implementation of a more holistic quality and efficiency management system and process for enforcement services. To this end, best practices of corresponding EU Member States' will be examined and will be reflected to the Turkish enforcement system.

This second phase project, further analysis following the completion of the first phase also calls for a number of current needs and expectations, that would be targeted and covered by the second phase; (some are already mentioned under 2014 Action Document),

3.2 Ongoing reforms:

The current project builds on the first initiative in that it will take into account the planning and structuring efforts expended within the first project but will aim at improving the deficiencies in the model and in the implementation, consolidation and dissemination of the practices into a significantly extended and **more inclusive scale to account for the overall objectives set in this Judicial Reform Strategy Paper** and in the other planning documents.

3.3 Linked activities:

Strengthening the Court Management System in Turkey (Phase II of TR 06.01.04.) TR2008/0801.02

Strengthening the Court Managements System in Turkey Project was implemented by the Ministry of Justice with the technical support of Council of Europe (CoE) between May 2011 and May 2013. The overall objective was to improve the functioning and efficiency of the judiciary according to European standards as foreseen in the Accession Partnership and the National Programme for the Adoption of the Acquis. Within its specific objective, there were many activities conducted to fine-tune the new court management system introduced under the European Union/Council of Europe Joint Programme (JP) "Support to the Court Management System" in line with European standards and best practice; within this framework, to explore the possibility of creating a new judicial post; and to implement the revised system in 21 new pilot courts in the framework of the project implementation, with a view to its further dissemination throughout Turkey, the total number, as of today, is 82.

Improved Capacity of Civil Enforcement Offices, Twinning Project (Phase 1) TR/2009/IB/JH/02

The project had been implemented by the institutions from the two Member States, Spain as senior partner through the International Foundation of Administration and Public Policies (FIIAPP) and the Spanish Ministry of Justice and Greece as junior partner through the European Public Law Centre (EPLC). The project started on November 2011 and ended on February 2014.

This twinning project assisted the Turkish Judiciary to try and adopt new solutions in enforcement services, which would lead to more effective judicial services through the pilot implementations. The project, at the policy level, has targeted to improve the transparency of the enforcement proceedings and to accelerate the procedures.

3.4 List of applicable *Union acquis*/standards/norms:

The following two references will be taken into account during the implementation;

- Regulation (EC) No 1896/2006 of the European Parliament and of the Council of 12 December 2006 creating a European order for payment procedure.

- Regulation (EC) No 861/2007 of the European Parliament and of the Council of 11 July 2007 establishing a European Small Claims Procedure

3.5 Results per component

- Result 1: Developed Consultation Process, Increased Awareness on the Effective Enforcement Services and Increased Public Confidence in the Enforcement System.
- Result 2: Designed and Implemented Model of Enforcement Office in Large Pilot Provinces and Strengthened Capacity of the Staff and System

3.6 Means/input from the EU Member State Partner Administration(s)*:

The project will be implemented in the form of a Twinning contract between Turkey and a Member State/Member States. The overall duration of the project is envisaged to be 24 months. The Twinning partner(s) will manage all aspects of enforcement system described in this project fiche in close cooperation with the MoJ.

The Twinning partner(s) will provide a Project Leader (PL) and a Resident Twinning Advisor (RTA) and also secure a pool of short- term experts, who will be called upon whenever necessary to contribute to the achievement of the mandatory results and especially for the purpose of advisory services and training according to the work plan that will be prepared as part of the corresponding contract.

Short Term Experts will work together with the staff of the beneficiary institution under the overall direction of the beneficiary institution and the Project Steering Committee. In addition to providing the twinning partner with adequate staff and other resources to operate effectively, the senior management of the beneficiary institution is expected to be involved in the development and implementation of policies and institutional change required to deliver the project results.

The EU Twinning partner will be a Member State institution directly involved in enforcement service. Member States may also form a consortium which could result in a wide range of qualified senior experts gathered from the public administrations or mandated bodies from up to two Member State, provided that national approaches can be harmonized within this consortium.

3.6.1 Profile and tasks of the PL:

The Project Leader from the EU Member State should be a senior civil servant or equivalent staff who works in the field relevant to this project (Judiciary) and have been at least three years in a management position within the institution.

The Project Leader will be responsible for achievement of project results, ensuring the activities for the co-operation and information exchange between EU Member States side and Beneficiary side and ensuring that all the required support of the management and staff of the EU side are available. S/he will coordinate the Project Steering Committee meetings on the EU Member State side.

Profile:

Qualification and skills

- University level education in law or 8 years equivalent professional experience in the related field Broad long-term knowledge of all processes in the area of acquis that the project is dealing with
- Excellent written and oral command of English
- Good inter-personal skills
- Good management skills
- Experience in working intercultural projects

General professional experience

- At least 3 years of experience in working with EU legislation concerning judiciary and fundamental rights
- Experience in project management
- Strong initiative, analytical and team working skills

Specific professional experience

- Specific project experience in the field of judiciary and fundamental rights
- Knowledge of the EU Member States' enforcement system

Tasks:

- Overall project co-ordination;
- Co-chairing, with the Turkish PL, the regular project implementation steering committee meetings;
- Mobilizing short term experts;
- Executing administrative issues (i.e. signing reports, administrative order etc.).

3.6.2 Profile and tasks of the RTA:

The RTA will be in charge of the day-to-day implementation of the Twinning project in the Republic of Turkey. S/he will coordinate the implementation of activities according to a predetermined work plan and liaise with the RTA counterpart in the Republic of Turkey.

The RTA will bring in a significant professional input, especially at the beginning of the Twinning project.

RTA on enforcement systems will provide technical and operational assistance to the MoJ in the implementation period. The RTA is expected to co-ordinate all activities of the project. He/she will be located at the MoJ in Ankara, General Directorate for Personnel Affairs. He/she has to be a person with significant experience as a manager and should have a capacity for managing projects and coordinating large-scale capacity building projects.

The RTA must be highly qualified in public affairs and the field of enforcement covered by the twinning contract, and must possess good management skills.

Profile

Qualification and skills

- University level education in law or 8 years equivalent professional experience in the related field Excellent written and oral command of English
- Good PC literacy (Word, Excel, PowerPoint)
- Good inter-personal and diplomatic skills
- Good management skills

General professional experience

- At least 3 years of experience in working with EU legislation concerning judiciary and fundamental rights with a strong focus on enforcement systems
- Strong initiative, analytical and team working skills

Specific professional experience

- Experience in preparation / revision of major strategic documents and policy papers in the area of judiciary and fundamental rights
- Experience in developing, co-ordinating and conducting capacity building activities, preparation / revision of legal documents and training programmes
- Knowledge of enforcement systems in a EU Member States
- Experience of working outside of the home country administration, as an asset
- Recent experience in a senior position in a public institution\mandated body responsible for enforcement systems, as an asset

Duration of RTA secondment: 21months.

Tasks:

- To design a work plan for the implementation of the programme;
- To assist in the preparation of all strategic project documents [inception study, sector strategy/policy/plan, quarterly monitoring reports, final project report, training manuals etc.]
- To ensure continuity of implementation through: the enforcement of the day to day management; working on a daily basis with the MoJ staff to implement the project;
- To plan and coordinate outputs;
- Together with the Project Leader: to nominate and mobilize the short term experts;
- To supervise the short term experts;
- To ensure proper quality of outputs;
- Co-ordination - together with MoJ for the organization of consultation process and awareness raising activities;
- Co-ordination - together with MoJ in the design and delivery of a training programme and provision of technical and operational advice;
- Facilitation of EU member states to transfer best practices and high quality potential inputs for their implementation in the enforcement offices in Turkey;
- To provide detailed reports on the impact of the project.

3.6.3 Profile and tasks of Component Leaders:

Component leaders will ensure the implementation of project components and plan the agreed activities in a timely manner with high quality. They report to the RTA and liaise with the RTA counterpart.

Qualifications and skills:

- University level education in law or 8 years equivalent professional experience in the related field Good written and oral command of English;
- Capacity to integrate into a large expert team;
- Willingness to work in a different cultural environment.

General professional experience:

- At least 3 years of professional experience in the relevant field.

3.6.4 Profile and tasks of other short-term experts:

A pool of short-term experts is required to implement the project activities covering the following indicative subjects:

- Survey methodology
- Assessment / evaluation report writing

- Conducting consultation process and awareness raising activities
- Conducting institutional needs assessment with EU comparison
- Conducting training need assessment particular attention to EU experience
- Developing training programmes and materials
- Delivery of training sessions
- Strong law background with an extensive experience on enforcement systems
- Auditing and audit standards on enforcement system
- Enforcement ethics and code of conduct on enforcement
- Valuation and Sale of Seized Property
- Quality Management System on Enforcement (developing / revising quality manuals and guidelines, delivery of training etc.)
- Institutional capacity building and design of enforcement model
- Strategy development and policy paper preparation
- System of Trustee Storages

Indicative General Profile of the Short Term experts

Qualifications and skills:

- University level education in law or 8 years equivalent professional experience in the related field Good written and oral command of English;
- Proven contractual relation to public administration or mandated body;
- Capacity to integrate into a large expert team;
- Willingness to work in a different cultural environment.

General professional experience:

- At least 3 years of professional experience in the relevant field, 8 years experience is considered to be an asset

Tasks

- To contribute to the project activities with a short term provision of inputs with specialised knowledge in the area of judiciary and enforcement system
- To provide inputs for the consultation process and awareness raising as well as design and implementation of new enforcement model
- To prepare training programme and materials and delivery of sessions;
- To provide advice and backstopping from a national EU Ministry of Justice and other relevant stakeholders.

4. Budget

Maximum Budget available for the Grant

Improving Capacity of Civil Enforcement Offices (Phase II)	EU Contribution	National Contribution	Total
Twinning	95 % 1.900.000 Euro	5 % 100.000 Euro	2.000.000 Euro

The co-financing here above will be considered and fulfilled according to the provision of the relevant Financing Agreement

5. Implementation Arrangements

5.1 Implementing Agency responsible for tendering, contracting and accounting (AO/CFCE/PAO/European Union Delegation/Office):

Central Finance and Contracts Unit (CFCU)

Mr. M. Selim USLU
PAO and CFCU Director
Central Finance and Contracts Unit
Phone: + 90 312 295 49 00
Fax : + 90 312 286 70 72
İnönü Bulvarı No: 36 E Blok 06510
Emek - Ankara / TURKEY

5.2 Institutional framework

The MoJ, the **Directorate General for Personnel Affairs** will be the main end beneficiary of the project.

During the IPA II period, the MoJ, the Directorate General for EU Affairs has overtaken the lead institution role in judiciary sector.

The MoJ is given important responsibilities and powers to ensure well functioning of the justice system. The MoJ is the main responsible executive institution for forming the justice policy and carry out the administrative duties for better serving of the justice system. In this regard, opening and organizing courts which already have been established by law, planning, establishing and improving all levels and types of judicial institutions such as prisons and correctional facilities, enforcement and bankruptcy offices are among the duties of the MoJ. Additionally, drafting and delivering legislation concerning justice services, conducting researches for better functioning of the justice system are some of other important functions.

5.3 Counterparts in the Beneficiary administration:

5.3.1 Contact person:

The person responsible for the follow-up of the project is:

Mr. Yasin IŞIK
Judge
Directorate General for Personnel Affairs
E-mail: isikyasin@yahoo.com; ab104677@adalet.gov.tr
Tel: +90 312 414 62 41
Address: Adalet Bakanlığı Milli Müdafaa Caddesi No: 20
Bakanlıklar Ankara

5.3.2 PL counterpart

Mr. Muharrem ÜRGÜP
Judge
Director General for Personnel Affairs
Address: Adalet Bakanlığı Milli Müdafaa Caddesi No: 20
Bakanlıklar/ Ankara

5.3.3 RTA counterpart

The RTA Counterpart is

Mr. Yasin IŞIK
Judge
Directorate General for Personnel Affairs

Address: Adalet Bakanlığı Milli Müdafaa Caddesi No: 20
Bakanlıklar Ankara

6. Duration of the project

24 months

7. Sustainability

The project will assist the Turkish Judiciary to try and adopt new solutions in enforcement services, considering the lessons learned from the first phase, which would lead to more effective judicial services through lower costs and shorter durations, with a particular attention system developed for small and medium scale of enforcement offices. Thanks to the pilot implementations of the system in large provinces will get a chance to test the new changes and observe the positive and negative impacts in comparison to the entire proceedings. So it will be possible to adapt the new system and to correct the malfunctioning aspects of the new implementation in this second phase. This approach would impede to disseminate some ill-founded implementations throughout the country. The results would be more sustainable and satisfactory with an expected monitoring and dissemination plan.

Strong commitment of the beneficiary and close cooperation with the Project partners will increase the efficiency and effectiveness. All lessons learned from various projects and programmes will be taken into consideration to avoid any repetitions too.

Beneficiary committed % 5 (100.000 Euro) of the overall budget. The MoJ ensures required financial sources after the implementation of the project to strengthen the sustainability.

8. Crosscutting issues (*equal opportunity, environment, climate etc...*)

The main crosscutting theme of the project is universal; access to justice. The functioning of the judiciary and improved efficiency of the Turkish enforcement system are fundamental to ensure that human rights are in accordance with the Copenhagen criteria and the European Convention on Human Rights.

Participation in this project will be open to both males and females involved in the sector. As it is well known, the target groups will be the citizens and the lawyers applying to the enforcement offices for the transactions about the enforcement. Therefore, the Bar Associations and the lawyers would very much like to contribute to the project especially in the implementation phase.

9. Conditionality and sequencing

Not Applicable (N/A)

10. Indicators for performance measurement

Levels	Indicators
Overall objective	<ul style="list-style-type: none">- Decrease in the number of recommendations made for the efficiency of the enforcement system in the relevant policy papers, expert working groups' reports, Peer Review and evaluation reports- Positive assessment for the efficiency of the enforcement system in the EU Progress Reports and other Peer Reviews, similar reports
Project purpose	<p>Increase by 25 % in the pace of enforcement services as of the second quarter of 2020 (at the end of implementation)</p> <p>A detailed survey will be conducted to assess the progress in the three indicators which are listed in the log-frame matrix of this project; (i) level of increase in the pace of enforcement services; (ii) level of increase in public confidence in enforcement system; (iii) level of satisfaction (level of decrease in complaints by</p>

	lawyers and citizens) in the selected large pilot enforcement offices. The survey will be conducted at the beginning of the project to produce baseline data and will be repeated at the end of the implementation to assess the progress in the three indicators. While collecting baseline data is under direct responsibility of the MoJ, the Twinning Contractor will assess both the baseline and progress at the level of result indicators at the end of the implementation and the results will be presented in the Final Report.
Results	Result Indicators - Increased public confidence in enforcement system by 20 % as of the second quarter of 2020 (at the end of implementation) - Implemented new enforcement model in 15 large pilot enforcement offices - Decreased number of complaints by lawyers and citizens in 15 pilot enforcement offices against enforcement officers by 30 % as of the second quarter of 2020 (at the end of implementation)

* The indicators in the 2014 AD are presented as below;

Indicator	Baseline (year)	Last (year)	Milestone 2017	Target 2020
<i>Number of the enforcement offices which new structure implemented</i>	2013 7	2014 8	12	15
<i>Public confidence in enforcement system increased.</i>	<i>Surveys to be conducted</i>		<i>Public confidence to enforcement system will be increased 20 % in pilot courts</i>	<i>Public confidence to enforcement system will be increased 30 % in 30 courthouses</i>

11. Facilities available

The MoJ guarantees effective and efficient working conditions within a mild organisational climate for the entire project team. All required soft and hardware will be available for the RTA and his/her assistants. Additionally, MoJ allows the utilization of any kind of its facilities for the project activities, meetings, seminars etc. within their capacities.

The MoJ commits itself to make available free of any charge for the project:

- Office facilities for the RTA and the RTA assistant(s) for the entire duration of their secondment, with a level of equipment at least comparable to that in use in the Beneficiary administration.
- Adequate conditions for the short-term experts to perform their work while on mission to the Beneficiary.
- Training and conference venues, catering if appropriate and presentation and interpretation equipment.

ANNEXES TO PROJECT FICHE

1. Logical framework matrix in standard format (compulsory)
The Results of the project

LOGICAL FRAMEWORK

ANNEX 1: Logical framework matrix in standard format

Total indicative number of study visits and internships are maximum 5.

LOGFRAME PLANNING MATRIX FOR Project Fiche		
Improving Capacity of Civil Enforcement Offices (Phase II)	Contracting period expires 21/12/2018	Execution period expires 21/12/2021
	Total budget: 2.000.000 Euro	IPA Budget: 1.900.000

Overall objective	Objectively verifiable indicators	Sources of verification	
To enhance the efficiency and the confidence in the judiciary along with strengthening the institutional capacity of enforcement offices and to ensure effectiveness and efficiency of enforcement services.	<ul style="list-style-type: none"> - Decrease in the number of recommendations made for the efficiency of the enforcement system in the relevant policy papers, expert working groups' reports, Peer Review and evaluation reports - Positive assessment for the efficiency of the enforcement system in the EU Progress Reports and other Peer Reviews, similar reports 	<ul style="list-style-type: none"> - Regular Progress Reports issued by European Union, Programming Documents and Mid-Term Review Reports - Reports/Documents issued by other international institutions and experts groups (Council of Europe, United Nations Reports etc.) - Turkey's Five Year Development Plans, National Judicial Reform Strategies and Plans - Statistics of the Ministry of Justice (MoJ) 	
Project purpose	Objectively verifiable indicators	Sources of verification	Assumptions
To contribute to the increase confidence in the judiciary by means of ensuring the functioning of enforcement services in an effective, impartial, foreseeable and consistent manner by developing and implementation of a new model for large pilot enforcement offices and increasing the public confidence in the enforcement system.	Increase by 25 % in the pace of enforcement services as of the second quarter of 2020(at the end of implementation)	<ul style="list-style-type: none"> - Regular Progress Reports issued by European Union, Programming Documents and Mid-Term Review Reports - Reports/Documents issued by other international institutions and experts groups (Council of 	<ul style="list-style-type: none"> - Continued Government and EU commitment towards Turkey's accession - Continued Government commitment to public reform and judicial reform - Continued administrative and political support

		Europe, United Nations Reports etc.) - Statistics of MoJ - Turkey's Five Year Development Plans, National Judicial Reform Strategies and Plans	
Results	Objectively verifiable indicators	Sources of verification	Assumptions
Result 1: Developed Consultation Process, Increased Awareness on the Effective Enforcement Services and Increased Public Confidence in the Enforcement System Result 2. Designed and Implemented Model of Enforcement Office in Large Pilot Provinces and Strengthened Capacity of the Staff and System	- Increased public confidence in enforcement system by 20% as of the second quarter of 2020 (at the end of implementation) - Implemented new enforcement model in 15 large pilot enforcement offices - Decreased number of complaints by lawyers and citizens in 15 pilot enforcement offices against enforcement officers by 30 % as of the second quarter of 2020(at the end of implementation)	- Regular Progress Reports issued by European Union - National Judicial Reform Strategy - MoJ Strategic Plans - Documents to be produced during project implementation (needs analysis report, assessment reports, activity reports, etc.) - Amendments in the Legislative Framework - Activity Reports, Interim and Final Report to be prepared within the scope of the Twinning Project -Survey Results	- Continued administrative and political support - Established close cooperation with public institutions, engaged in the enforcement system - Full commitment of the involved authorities and the staff
Result 1 1.1. Survey for Assessment of Public Confidence, Level of Satisfaction and Pace of Enforcement Services 1.2. Awareness Raising Workshops, Seminars and Working Groups 1.2.1. Workshop for Preventive Measures and Culture of Debt 1.2.2. Workshop on the Expectations from Enforcement System, Economic Preferences/Option from/within and on the Interaction		- Quarterly Reports and Final Report to be prepared within the scope of the Project - Documents to be produced during project implementation (needs analysis report, assessment reports, activity reports, etc.) - Activity Reports, Interim and Final Report to be prepared within the scope of the Twinning Project	- Full commitment and good cooperation of the involved authorities and the staff - Willingness and availability of hosting institutions for study visits - Timely completed formal procedures necessary for the activities - Availability of experienced advisors and consultants - Adequate provision from national budget

<p>of the Public Sector and of the Finance Sector from the Enforcement System</p> <p>1.2.3. Workshop on Auditing and Audit Standards</p> <p>1.2.4. Workshop on the Valuation and Sale of Seized Property</p> <p>1.2.5. Workshop on the Status of the Staff Working in the Enforcement Area within the Public Personnel Regime</p> <p>1.2.6. National Workshop on the Professional Code of Conduct</p> <p>1.2.7. Regional Seminars on the Professional Code of Conduct</p> <p>1.2.8. Establishment of the Enforcement Ethics Working Group</p> <p>1.2.9. Workshop on Quality Management System</p> <p>1.2.10. Workshop on the Reform of the Trustee Storages</p> <p>1.2.11. Workshop of Overall Evaluation and New Strategy Development</p>			
<p>Result 2</p> <p>2.1. Capacity Strengthening</p> <p> 2.1.1. Institutional Capacity Need Analysis</p> <p> 2.1.2. Training Need Analysis</p> <p> 2.1.3. Drafting and Delivery of Training Programmes</p> <p>2.2. Increasing the Capacity of the Department of Enforcement and Bankruptcy Services</p> <p>2.3. Improvement of the Quality Management System (QMS) both at the Central and at Local Levels</p> <p>2.4. Study Visits to EU Countries</p>			

2.5. Reform of the System of Trustee Storages 2.6. Development of the New Enforcement Model for Large Pilot Enforcement Offices 2.7. Implementation of the New Enforcement Model in the Large Pilot Enforcement Offices			
Activities	Means	Costs	Assumptions
Twinning Contract	RTA Short Term Experts Study Visits Training Programmes Expert Working Groups Workshops Seminars	2.000.000 (EU)	<ul style="list-style-type: none"> - Full commitment and good cooperation of the involved authorities and the staff - Willingness and availability of hosting institutions for study visits - Timely completed formal procedures necessary for the activities - Availability of experienced advisors and consultants - Adequate provision from national budget