

4.4. Expected Result 4: The role of monitoring boards and enforcement judges enhanced

In order to increase the number of prisoners benefiting from the system, the number and results of investigations launched following complaints and the number of cases brought to court, the Project envisages development of a manual for enforcement judges in line with national and international standards. The existing handbook for Civil Monitoring Boards developed by the DGPDH will be updated and expanded in line with new national legislation and international standards. Six regional seminars will be organised for Monitoring Board members and one seminar for enforcement judges about their roles, duties and responsibilities.

4.4.1. Results under ER 4:

Field survey points out to positive developments under this result. Prison Administration's responsiveness to prisoner complaints rose up to 60.8 % from 51.3 % after implementation of this component of the Project. Furthermore 89, 7% of prison staff and 50% of inmates are of the opinion that the Project positively affected prison administration with regard to processing complaints.

These results showed that the guidance manuals prepared and the seminars delivered to enforcement judges and monitoring boards managed to create a positive effect on the functioning of the complaints processing mechanism within the penitentiary system and these positive effects were felt by first of all inmates and prison staff too.

The number of activities under this ER was fewer than in other ERs, therefore it was not realistic to expect dramatic changes in the prison monitoring system and in the system of processing prisoner complaints. Yet, the field survey results pointed out to a positive trend, especially with regard to responsiveness of prison administration and enforcement judges towards prisoner complaints. The research also showed that most inmates appreciate existence of NGOs and that the external monitoring structures in prisons were very beneficial for a healthy life in prisons.

The seminars organised with the members of Monitoring Boards and with the Enforcement Judges revealed that even though the civilian monitoring of prisons and the enforcement judges system are relatively young in Turkey, they have proved to be beneficial for the penitentiary system and to the prisoners. In one of the prison governor's words, they help them overcome "professional blindness". Yet the system should be improved mainly through further investment on qualifications of those implementing the system.

When it comes to Monitoring Boards, the variety of professional backgrounds of members is appropriate and in conformity with the good practices observed in other European countries. However, most of the MB members also highlighted that they had little knowledge on penitentiary issues prior to their selection to the Boards. This indicates that those really interested in the problems of the system are not sufficiently represented in the Boards, which also suggests that NGO involvement in the civil monitoring system is low. Part of the problem might be the fact that the number of NGOs specialised on penitentiary matters are extremely low and also, except for a couple of major human rights associations, most human rights structures are not interested in penitentiary matters. Having in mind these facts, for a healthier functioning of the boards, NGOs should be encouraged to take more active role in the prison system. This will also remedy an overall problem indicated by MB members themselves, namely, the insufficient knowledge of MB members on prisons and the penitentiary system.

Awareness-raising among the prisoners on the roles and duties of MBs is also crucial to increase functionality of the Boards. This will ensure that the MBs do not function on a procedural basis that makes regular duty-bound visits; but in a more demand-oriented and effective fashion.

For a better functioning of an external civilian monitoring of the penitentiary system, it is also necessary to strengthen the boards financially in order to strengthen their independence.

When it comes to enforcement judges, the main problem of the system seems to be the fact that most enforcement judges perceive their role in enforcement of criminal sanctions as a secondary function to their regular judiciary duties.

This problem should be remedied and enforcement judges should be enabled to concentrate exclusively on prisoner complaints, as it is the case in most European countries. It is also required that Enforcement Judges should be subject to a specialised training right after their appointment as enforcement judges on issues such as prisoner psychology, criminology and national and international legislation on penitentiary issues.

4.4.2. Activities under ER 4:

4.4.2.a. Development of the Manuals for Enforcement Judges and Civil Monitoring Boards (29 March – 1 April 2011, Ankara)

Aim: The purpose of this activity was to make an assessment of the Manuals for Enforcement Judges and Civil Monitoring Boards prepared by the DGPDPH as regards compliance with and reflection of European standards. One CoE STC was engaged for that purpose.

Participants: CoE LTC and STC, DGPDPH experts.

Results:

Both manuals were reviewed by the CoE LTC and STC through a series of meetings and individual work carried out on 29 March – 1 April 2011. The CoE LTC and STC submitted their report and recommendations on the two manuals on 1 April 2011. Results of the work of the CoE STC and LTC could be summarised as follows:

- ❖ The manuals were re-structured to better fit the needs of the enforcement judges and prison monitoring boards,
- ❖ In each manual, two chapters were added on “how to read the manual” and “the manual’s relation to other authorities”.
- ❖ Some discrepancies in the text of both manuals were identified and brought to the attention of the DGPDPH. The DGPDPH agreed to review these discrepancies and ameliorate them if necessary.

Modifications over the draft texts of the manuals were introduced by the DGPDPH experts and the Manuals were finalised.

4.4.2.b. Publication of manuals for enforcement judges and civil monitoring boards (May 2011, Ankara)

Aim: To provide members of the monitoring boards and enforcement judges with guidelines as to the working principles and functions of these bodies.

Results:

2000 copies of the Manual for the Monitoring Boards and 1000 copies of the Manual for Enforcement Judges were published and distributed to the target group during the seminars held in autumn 2011.

4.4.2.c. Seminar for the enforcement judges (29-30 September 2011, Antalya)

Aim: To inform members of the enforcement judges on national regulations and international standards on prison monitoring and processing prisoner complaints.

Participants: 100 enforcement judges from all over Turkey, DGPDH Representatives, CoE LTC and STCs, CoE Project Team Members

Flow of the Seminar:

The seminar programme spread over one and a half days, which included presentations by the CoE LTC and STCs, DGPDH representatives; interactive group work by the participants and presentations by the workgroup reporters on their findings. The CoE LTC and STCs made power point presentations on the topics "Roles, obligations and duties of enforcement judges in Turkey", "Role of the judiciary in prison monitoring" and "European and international standards on prison monitoring".

The participation of high level of DGPDH representatives and of enforcement judges as speakers in the seminar, as well as comparative analyses provided by the international experts on methods of monitoring prisons and addressing prisoner complaints in Turkey and other European countries as method of establishing interconnections between international standards and relevant country-specific situations generated a considerable number of questions and interventions from the participants too. The participants were also given a chance to present their views on the achievements and problems faced by the enforcement judges in Turkey. For these purposes the participants were divided into workgroups.

Findings and proposals of the workgroups:

The workshop sessions organised as a part of the seminars helped in identification of the needs enforcement judges in Turkey. The main conclusions of the workgroups are summarised below:

- ❖ Enforcement judges need training on prisons-related issues. This suggested training must focus on operational standards in prison management and national and international legislation on penitentiary issues.
- ❖ Physical location of enforcement judges does not allow them to observe prison affairs closely, which makes it difficult for enforcement judges to internalize background of prison related matters. As a remedy, enforcement judges could be provided with their own office in the prison, which they can use as there need be. This would help them understand background of and motives behind prisoner complaints.

- ❖ Cooperation between the Enforcement Judges and Monitoring Boards should be improved.
- ❖ Enforcement Judges must not become a part of the prison management and a certain distance between the prison management and the enforcement judge must be kept
- ❖ Having the opportunity to observe best practices in other European countries would help enforcement judges improve their knowledge and capacity.
- ❖ The work of an Enforcement Judges needs to be recognized as a specialisation.

Recommendations:

Recommendations made by the international experts on further improvement of the enforcement judges system could be summarised as follows:

- ❖ Prisoners should be made aware of the role and duties of enforcement judges so that they can make better use of the system. Awareness among prisoners can be raised through an information booklet which includes information on how to submit complaints to the authorities in charge. The rights and obligations of prisoners should be drafted in a simple language and it must be available in the languages spoken by the prisoners.
- ❖ Enforcement judges should be encouraged to visit prisons regularly to be able experience the custodial atmosphere.
- ❖ Enforcement Judges should be provided a pre-service training on issues such as prisoner psychology, criminology and national and international legislation on penitentiary issues.
- ❖ Enforcement Judges should be equipped with better facilities such as availability of an office in prison.

Results:

The seminar resulted in identification of problems of the enforcement judges in their field of work and a list of suggestions for solutions to these problems was drawn up as explained above.

According to the feedback forms filled in by the participants, approximately 90% of them increased their level of knowledge on international standards on prison monitoring and addressing prisoner complaints; 85% of them believe that they will perform their duties better in the future thanks to the seminar. This feedback suggests that the seminar contributed to an increase in Enforcement Judges' knowledge and awareness on the European and international standards on prison monitoring and addressing prisoner complaints.

4.4.2.d. Seminars for the Members of the Prison Monitoring Boards (Erzurum 3-4 October 2011; Sanliurfa, 6-7 October 2011; Adana; 10-11 October 2011; Ankara 1-2 March 2012; Denizli, 5-6 March 2012; Istanbul 8-9 March 2012)

Aim: To strengthen the capacity of the prison monitoring boards (MBs), to ensure better understanding of international standards as to monitoring of places of deprivation of liberty and present best practices from other CoE member states.

Participants: 532 members of prison monitoring boards DGPDH Representatives, CoE LTC and STCs, CoE Project Team Members.

Flow of the seminars:

The seminar programme spread over one and a half day, which included presentations by the CoE STCs, DGPDH representatives; interactive group work by the participants and presentations by the workgroup reporters on their findings. The CoE STCs made power point presentations on the topics “Concept and Methodology of Prison Monitoring and Role of Public Monitoring Schemes”, “Composition and Functions of Prison Monitoring Boards in other European Countries” and “European and International Standards on Prison Monitoring”. In addition to providing an overview of relevant international standards (including the ECtHR case law and CPT standards and modus operandi) and best practices, presentations included classification and overall assessment of the existing system of public monitoring over places of deprivation of liberty in Turkey. These components were supported with the relevant findings of the ECtHR and CPT vis-à-vis Turkey.

The method of establishing interconnections between international standards and relevant country-specific situations generated a considerable number of questions and interventions from the participants. On the basis of presentations made by the speakers, the participants were asked to present their views on the achievements and problems faced by the prison monitoring system in Turkey. For these purposes the participants were divided into workgroups.

Findings and proposals of the workgroups:

The workshop sessions organised as a part of the seminars helped in identification of the gaps and needs of the civil prison monitoring system in Turkey. The main conclusions of the workgroups are summarised below:

- ❖ There is a lack of training opportunities and therefore the MBs cannot perform their functions in full efficiency. Regular training sessions on how to monitor prisons should be provided by the MoJ.
- ❖ The frequency of the visits to prisons by the MBs is sufficient.
- ❖ MBs do not encounter any problems when they wish to interview prisoners. Confidentiality of the interview is generally respected, though on some occasions MB members are accompanied by prison officers for reasons of security, which is an unacceptable situation that should be remedied.
- ❖ It generally takes several weeks for a prisoner's petition letter to reach the MB. A special post box shall be installed in prisons for the letters addressed to the MBs.
- ❖ MBs have almost no contact with prosecutors and occasional contacts with the enforcement judges. Therefore, measures should be taken to improve coordination and cooperation between these different functions to ensure full compliance of the penitentiary system with European and international standards.
- ❖ Most of the visits by MBs have to be announced mainly because of lack of transport to distantly located prisons. MBs have to request cars from the prison governors to take them to prisons and therefore the visits practically become announced. Ideally, unannounced visits should be possible and this will only be ensured when MBs are strengthened in terms of financial and logistical assets.
- ❖ MBs are not powerful enough and need too many approvals from the top to fulfill their functions. MBs are too dependent on the MoJ because their activities are being financed by them. The dependency of the MBs should be diminished for the system to settle well.

- ❖ For those members of the MBs, who are civil servants, it is difficult to get permission from their employers to get involved in the work of their respective MBs. Therefore legal arrangements should be made to ensure active involvement of civil servant members of the MBs.
- ❖ MBs' reports should be published on a website and the MoJ should be able to give quick feedback on the MB reports.
- ❖ Establishment of a national prison monitoring board would be useful.
- ❖ The jurisdiction of the MBs should be extended so as to include visits to healthcare facilities under the MoH's jurisdiction and transport of prisoners handled by the Gendarmerie.
- ❖ ID-cards for the MB members should be issued so as to ease their access to penitentiary facilities.

Recommendations:

The shortcomings articulated by the MB members and proposals for solutions should carefully be addressed by the DGPDH and the MoJ. It appears that there are three major sets of problems that the MBs face:

- ❖ The MBs lack financial and material resources that would ensure sufficient level of independence to fulfill their *raison d'être*. Therefore it is recommended that legislative arrangements should be made toward ensuring further independence of the MBs in Turkey.
- ❖ Most members of the MBs do not possess sufficient level of knowledge on how to monitor a prison effectively and on European standards on prison monitoring. Therefore, it is recommended that MB members shall be trained in their roles as external independent monitors and on international standards, preferably within the first three months after their appointment.
- ❖ The level of cooperation among different MBs seems to be low. It is recommended that as is the case in most European countries, a national MB should be established in order to improve necessary cooperation and coordination among the MBs.

Results:

The success of the workgroup sessions proved the usefulness of the methods employed, which allowed participants to take initiatives in comparing the positive developments and remaining difficulties in the sphere of their responsibilities with international standards and best practices. All workgroups demonstrated interest in discussing the problematic areas and finding solutions. All groups made presentations by the designated reporters. The participants demonstrated genuine professional interest in best practices and international requirements on the matters discussed. They were keen to hear about the solutions and approaches suggested by international standards. The questions concerned the problematic areas identified during the group work, as well as some other issues, such as particular standards of treatment of persons deprived of their liberty (conditions, regime, applicable restrictions, disciplinary punishment etc.). The open atmosphere of the discussions and readiness to address problems existing in the spheres concerned could be considered as an indication of progress made in the penitentiary system of Turkey. At the same time, the discussions at seminars with the members of the monitoring boards demonstrated a number of regulatory shortcomings of the system (admitted by the representatives of the MoJ), lack of interaction and networking between the standalone regional monitoring boards, the lack of a common national forum, platform and relevant training schemes (be it initial or 'in-service' training of the members).

According to the feedback forms filled in by the participants, approximately 95% of them increased their level of knowledge on international standards on prison monitoring, 92% believe that they will perform their duties better in the future thanks to the seminar and almost all participants pointed out the need for further training for members of the MBs.

This feedback suggests that the activities performed under this component contributed to the improvement of capacities of the MBs and inspired further reform of the civil monitoring system of prisons.

4.5. Expected Result 5: Prison reform promoted to the public and civil society

In order to ensure that the prison reform is promoted to the public and in civil society, the Project envisages providing information for the press and the electronic media and ensuring the translation, publication and dissemination of CoE recommendations in the penitentiary field, as well as the preparation and distribution of promotional items. The development of the existing strategy to work with more than 100 NGOs and civil society organisations working in different areas of Turkey through visibility items, seminars for representatives of 50 NGOs on changes to Turkish prisons in line with European and other international standards and on the role of NGOs and civil society organisations will further contribute to improved cooperation between the Turkish prison system and civil society.

4.5.1. Results under the ER 5:

Due to late implementation of the public relations campaign, it is not possible at that point to report on the impact of the campaign however there are some initial results which raise hopes for the future. The Open Air Campaign conducted through billboards have reached 2,750,000 Turkish citizens in 3 major cities of Turkey (Ankara, Istanbul and Izmir) and invited the public to take a closer look at the prison reform.

Unfortunately it was not possible to implement the TV campaign because of unfavourable political conditions that emerged from the hunger strikes and negative multiplier effects of the tragic fire in Sanliurfa prison that resulted in casualties. However the audio materials produced for the campaign were broadcasted over the Project web site and social media tools such as YouTube, Facebook and twitter. According to the data provided by professional PR company, the TV spots were watched by 62,427 people since their broadcast on the Project web site.

Furthermore, the Opening and Closing events of the Project attracted high media interest and resulted in extensive media coverage on the prison reform activities.

Activities under this ER were those, toward which the Project implementers felt a relatively more anxious approach from the beneficiary. It would be fair to say that exposing the penitentiary system and prisons the public eye has never been an easy task to those working in the system. During the study visits paid to other European countries, including these with the most progressive penitentiary system, officials from the host countries did not hesitate to point out that promotion of prison reform through visibility items was not the favourite option for practitioners given the unpopularity of the topic. Given the political conditions in Turkey, this would understandably be even more difficult for a Turkish practitioner. However, even reluctantly, they have also admitted that this was a useful activity and that things that might be considered concealed from the general public could produce more resentment than speaking and showing openly how the system works.

There were two more particular challenges in this regard. Firstly, the NGO strategy which was supposed to exist prior to Project implementation did not exist in reality, which required investment of more work than initially planned. Secondly, a non-existence of any prior experience of the DGPDH with public relations campaigns and even non-existence of a public relations or a press unit under the DGPDH, was an additional challenge for the Project.

Nevertheless, the Project implementation had a structural impact on the beneficiary which led to establishment of a press unit under the DGPDH. That was a crucial development which enabled the Project implementers among the DGPDH administrators and technical staff to become better equipped to face a new era of “becoming exposed” to the public through web sites, popular social media tools, TV spots and films. However, coming to that point took considerable amount of time and therefore it was not possible to measure the actual impact of PR activities.

Now, thanks to the Project, an exclusive “prison reform” website which provides detailed information on what penitentiary reform actually means and why it is necessary has been available. According to the numbers provided by the DGPDH's IT service, the web site is being regularly visited by Internet users. The TV spots and introductory films produced under the Project are also being broadcasted over this web site. There are active Twitter and Facebook accounts dedicated to prison reform and managed by the DGPDG. It is observed during and after the Project that professionals working in the penitentiary sector and people interested in penitentiary matters become members of the same electronic platform and that they discuss actively penitentiary issues.

The NGO seminars organised under the Project brought together DGPDH officials and NGO representatives, even with some of those that never came together before, such as LGBT NGOs. The DGPDH reported that some NGOs which took part in the seminars addressed the DGPDH with proposals for further cooperation. This is an indicator of the “cooperation facilitating” effect of the activities performed under this ER.

When it comes to the NGO strategy development, activities related to this were successfully completed and an NGO strategy paper was developed and handed to the DGPDH. However, because of the immaturity of public sector – NGO cooperation in Turkey, the strategy paper had to focus more on how to develop a full-fledged strategy.

4.5.2. Activities under the ER 5:

4.5.2.a. The Opening Conference of the Project (5 June 2009, Ankara)

An OC was held to mark the launch of the Project, to inform the wider public and relevant stakeholders and to ensure the visibility of the Project. The OC was held under the auspices of the Minister of Justice who was personally present. In his speech the Director General of the DGPDH emphasized the full commitment of the MoJ and the DGPDH to the successful implementation of the Project and highlighted the significance of the Project for the sustainability of the results of the previous JMPR Project. The CFCU underlined its significant role as the Contracting Authority and informed that the procedures regarding the purchase of equipment for ninety prisons are planned to be completed by the end of the year. The CoE informed the participants of the Projects implemented by the CoE so far in Turkey and expressed the CoE's appreciation for the remarkable progress observed in Turkey in the field of prison reform. The EUD expressed its satisfaction with the successful launch of this very important Project and highlighted the potential contribution of the Project results in the context of Turkey's prospective EU membership. The Minister of Justice explained the measures taken by the Government for the successful implementation and sustainability of the prison reform and underlined the political commitment of Turkey to meet EU membership criteria in the field of justice, freedom and security.

The press and media observed the OC which contributed positively to the visibility of the Project. News about the OC were featured on the same day on TV channels and the next day in various national newspapers and Internet websites and news portals.

4.5.2.b. Preparation and Distribution of Promotional Items:

Throughout the Project, the CoE and the DGPDH published and distributed visibility items to enhance the visibility of the Project, as follows:

- ❖ 2000 Project information booklets of 24 pages, in English and Turkish;
- ❖ 2000 Project information leaflets of A4 size in Turkish;
- ❖ 20000 file holders;
- ❖ 2000 notepads;
- ❖ 1000 posters;
- ❖ 5000 pen

These promotional items were distributed to participants in different activities, to the media, the NGOs and to 90 prisons under the Project. All these visibility items underlined the EU funding for the Project and included the European flag and CoE/EC Joint Logo.

4.5.2.c. Workshops on the development of an NGO Strategy for the DGPDH (26-27 October 2010, Ankara, CoE Project Office):

Aim: To facilitate discussions with the DGPDH and the NGO representatives separately to identify strengths and weaknesses in DGPDH-NGO relations in order to be able to set the NGO strategy on a realistic basis that would lead to improved relations between the two sides. To that end, two focus groups were held: one with staff of the prison system, headquarters and the field, and another with a group of NGO members. The purpose of the focus groups was to inform the LTC of issues that might be explored in greater depth in joint seminars and addressed by a development strategy.

Participants: CoE LTC, DGPDH Representatives (Day 1), NGO Representatives (Day 2)

Results:

The discussions showed that there were significant similarities between the NGOs and the DGPDH representatives' opinions on public sector-NGO relations. Both groups agreed that more needed to be done to place collaboration on a programmed, sustainable, properly specified and evaluated basis. The two groups also spoke of their perception of a general lack of interest in cooperation and of the high levels of distrust existing between the prison system and many NGOs.

The common analysis of the DGPDH and NGOs encouraged the CoE LTC to suggest the development of a "compact", a tool effectively used in other jurisdictions to remedy the lack of trust between the two sides and to identify standard operating procedures on matters that necessitate closer cooperation between the public sector and NGOs. However, the workshops also showed that there were significant differences of interests between the two sectors. The focus of interest of the prisons group was exclusively on the supply of services by NGOs, the focus of the NGO group was more on the other roles outlined for them in the European frameworks like monitoring, policy and legal development. This difference of interests revealed the need to inform both sectors on European guidance on the role of NGOs in the penitentiary

system. As a result, the LTC's opinion on how to develop an NGO strategy for the DGPDPH allocated a comprehensive chapter to European guidance on that subject matter.

4.5.2.d. Drafting of an expert opinion on how to develop an NGO Strategy for the DGPDPH (November – December 2010)

Aim: The purpose of the activity was to agree on a road map with the DGPDPH on how to approach the issue of the development of an NGO strategy.

Participants: CoE LTC

Results:

The CoE LTC finalised his opinion on the development of an NGO strategy on 15 December 2010

The expert opinion was intended to be a first step in the process of developing an NGO strategy for the DGPDPH. The process involves analysis of problems observed in the field, objective setting based on the problem analysis and finally designing of the strategy that will aim to reach the objectives identified.

The expert opinion provided a comprehensive analysis of the state of affairs with regard to the level of cooperation between the DGPDPH and the NGOs working in the penitentiary field and identified the problematic areas. It provided information on the European guidance on the role of NGOs in the penitentiary system, which aimed to display the gap between the current situation and general European standards. Finally, the opinion suggested development of a "compact" as an effective tool to remedy the problems observed in DGPDPH-NGO relations, involving all aspects of the DGPDPH strategy vis-à-vis NGOs.

4.5.2.e. Workshop on the development of a PR strategy for the DGPDPH (7 December 2010, Ankara, DGPDPH Premises):

Aim: To determine the road map for the DGPDPH to develop a PR Strategy and the terms of reference to be set for a future outside company to deal with PR activities and campaigns.

Participants: CoE LTC and STC, high-level DGPDPH experts.

Results:

The participants agreed that the CoE STC would prepare a report based on the input provided by all participants, which would address the following topics: audience to be prioritised, messages to be prioritised, messengers to be developed, media to be prioritised (media planning) and description of a set of specific initiatives to be taken.

4.5.2.f. Seminars for the representatives of the NGOs (2, 4 and 6 May 2011, Istanbul, Izmir and Ankara)

Aim: The aim was to discuss with the representatives of the NGOs the methods to improve DGPDPG-NGO cooperation in the penitentiary field and to discuss the methods and content of the NGO strategy to be developed and to introduce the Project to the NGOs.

Participants:

Please see the following table:

No	Name	Institution	Seminar
NGO Representatives			
1	Aytekin Yılmaz	Mahsus Mahal Derneği (Private Location Association)	İstanbul
2	Ceren Koç	Yeniden Sağlık ve Eğitim Derneği (Yeniden Health and Education Association)	İstanbul
3	Gülçin Savaş	Semiha Şakir Vakfı (Semiha Şakir Foundation)	İstanbul
4	Gülçin Kocabuğa	Sivil Toplum Geliştirme Merkezi (Civil Society Development Centre)	İstanbul
5	Nihat Böke	Türkiye Çocuklara Yeniden Özgürlük Vakfı (Freedom Again for the Children Association)	İstanbul
6	Naci Çakmak	Kader Mahkumları Derneği (Unfortunate Inmates Association)	İstanbul
7	Nayat Karaköse	Global Dialogue	İstanbul
8	Necdet Yüksek	Kader Mahkumları Derneği (Unfortunate Inmates Association)	İstanbul
9	Sümeyye Nur Yılmaz	İnsan Hakları Araştırma Derneği (Human Rights Research Association)	İstanbul
10	Zafer Kırış	Ceza İnfaz Sisteminde Sivil Toplum Derneği (Civil Society in the Penal System Association)	İstanbul, İzmir and Ankara
11	Kaan Bayülken	Uluslararası Şeffaflık Örgütü (Transparency International)	İstanbul
12	Hatice Uslu	Çocukları Koruma Vakfı (Foundation for Protection of Children)	İzmir
13	Abdullah Cıstır	İzmir Roman Derneği (Roma Association of İzmir)	İzmir
14	Nalan Erkem	Helsinki Yurttaşlar Derneği (Helsinki Citizens Assembly)	İzmir
15	Necla Şengül	İnsan Hakları Derneği (Human Rights Association)	İzmir
16	Azize Leygara	Çocuklar Aynı Çatı Altında Derneği (Common Roof for Children Association)	Ankara
17	Berrak Bigilli	Kimse Yok Mu? Derneği (Anyone There? Association)	Ankara
18	Berrin Çanlı	Özgürlüğünden Yoksun Gençlerle Dayanışma Derneği (Association for Solidarity with the Young People Deprived of their	Ankara

		Liberty)	
19	Cihat Yalçınkaya	Çağdaş Drama Derneği (Modern Drama Association)	Ankara
20	Diana Rechster	Kadın Adayları Destekleme Derneği (Support to Women Candidates)	Ankara
21	Nilay Şen	Kadın Adayları Destekleme Derneği (Support to Women Candidates)	Ankara
22	Erdem Türközü	Türkiye İnsan Hakları Vakfı (Human Rights Foundation of Turkey)	Ankara
23	Fatma Göktaş	Mazlum Der (Association for the Oppressed People)	Ankara
24	Günel Kurşun	İnsan Hakları Gündemi Derneği (Human Rights Agenda Association)	Ankara
25	Hayriye Kaya	KAOS – GL (KAOS LGBT)	Ankara
26	Kemal Ördek	Pembe Hayat LGBTT Dayanışma Derneği (Pink Life LGBT)	Ankara
27	Sevgi Mermerci	Mutlu Çocuklar Derneği (Happy Children Association)	Ankara
28	Levent Preveze	Ceza İnfaz Kurumları Personeli Yardımlaşma ve Dayanışma Derneği (Prison Staff Solidarity Association)	Ankara
Representatives of BAR Associations			
29	Oya Günendi	Union of Turkish Bar Associations	İstanbul
30	Gamze Karaduman	Union of Turkish Bar Associations	İzmir
31	Aylin Nasuh	Union of Turkish Bar Associations	Ankara
Academicians			
32	Galma Jahic	Bilgi University, Faculty of Law	İstanbul
33	İdil Elveriş	Bilgi University	İstanbul
International Experts			
34	Kees Boeij	Council of Europe	İstanbul, İzmir and Ankara
35	Jan van den Brand	Council of Europe	İstanbul, İzmir and Ankara
36	Simon Forrester	Council of Europe	İstanbul and İzmir
37	Gary Halsworth	British Council	Ankara
DGPDH Representatives			
38	Sefa Mermerci	DGPDH/Director General	Ankara
39	Erhan Polat	DGPDH/Deputy Director General	İstanbul and İzmir
40	Rasim İsa Bilgen	DGPDH/Deputy Director General	Ankara
41	Hakan Umut	DGPDH/Judge	İstanbul, İzmir and Ankara
42	Fahrettin Kırbiyık	DGPDH/Judge	İstanbul, İzmir and Ankara
43	Süleyman Kaçmaz	DGPDH/Social Worker	
CoE Representatives			

44	Adrian Butler	CoE	Istanbul and Ankara
45	Barış Yüncüler	CoE	Istanbul, İzmir and Ankara
46	Şükran İleri	CoE	Istanbul and Ankara
47	Zeynep Güllü	CoE	İzmir and Ankara
Observers			
48	Seçkin Koçak	EUSG	Ankara
49	Onur Bilgen	EUSG	Ankara
50	Rolf Reichert	RoM Team/Integration	Ankara

Results:

The seminars were well received by the representatives of the NGOs as a fruitful initiative that could help systematisation of NGO-DGPDH cooperation in the penitentiary field. The NGO representatives emphasised that there had not been a coherent approach by the DGPDH toward the NGOs until then because the level of NGOs' cooperation with the DGPDH depended much on the individual good will of those in charge on behalf of the DGPDH. Therefore the effort to draft a strategy paper that would ultimately and officially be adopted and coherently implemented by the DGPDH was pointed out as an excellent idea to remedy these inconsistencies emanating from individual differences of approach by the DGPDH officials. Therefore, the Project's objective to develop an NGO strategy in the form of a strategy paper to be adopted and implemented by the DGPDH earned support from the NGOs.

The critical approach of both the NGOs and the DGPDH toward themselves helped building up of a very positive atmosphere throughout the three seminars. Despite the fact that civil-society-public sector relations had been very delicate in Turkey, the discussions carried out during the seminars were of constructive and encouraging nature. This overall positive atmosphere gave hope to prospects for enhanced cooperation between the NGOs and the DGPDH to be based on an NGO strategy to be well received by both parties.

The presentations by the CoE STCs on the modes of cooperation between the public sector and the NGOs, on examples of cooperation from other European countries and on how to raise the level of cooperation between the two sectors were well received by the participants as valuable theoretical and practical supplements to the on-going efforts to develop and NGO strategy. A widespread opinion shared by many participants of the seminars was that in Turkey, NGO-public sector cooperation was in the preliminary stages of the so-called "cooperation ladder". As the CoE STCs explained, "dialogue between the NGOs and the public sector" was the first step toward an enhanced cooperation, whereas "partnership between the two sectors" was the ultimate ideal phase of a full cooperation. Participants acknowledged that there was a long road ahead toward securing a "partnership" between the two sectors and the strategy paper should be designed in a way to help achieving this ideal level.

Furthermore, the DGPDH and the NGO representatives acknowledged that the level of concrete, Project-based initiatives by the NGOs to increase level of cooperation with the DGPDH had been low till then. In this regard, the DGPDH representatives declared that they would welcome such initiatives.

Finally, all participants agreed that the draft NGO strategy paper, which would be prepared by the CoE STCs, should be communicated to the NGOs – to even those not present in any of the meetings – to ensure the widest possible local ownership of such an output of the

Project. The CoE representatives confirmed that the draft text would be communicated to the DGPDH and to the widest possible number of NGOs.

Based on the results of the seminars a draft NGO strategy was prepared by the CoE STC and submitted to the DGPDH for their review and comments.

The DGPDH sent a written feedback on the draft NGO strategy on 27 February 2012. The feedback included requests for further clarifications to be made on the following issues:

- ❖ Specialisation criteria for the NGOs which will provide training to prison staff and the content of such a training,
- ❖ Accreditation criteria for the NGOs,
- ❖ Expected results of the proposed working group to work on further development of the strategy.

The CoE STC revised the NGO strategy in order to respond to clarification requests of the DGPDH and the finalised NGO strategy was submitted to the DGPDH in March 2012.

4.5.2.g: Development and Implementation of a Public Relations Campaign (August 2011 – September 2012)

Aim:

Upon request of the SPO, initial efforts to design and implement a PR strategy focused on cooperation with the TRT. In this regard, series of meetings among the CoE, DGPDH and TRT officials were held within the period August-December 2011. The aim of these meetings were to ensure TRT's cooperation for the PR related Project activities, to ensure the most effective use of the Project's PR related budget by decreasing the potential burden to emanate from TV broadcast costs and to benefit from TRT's previous experience in broadcasting on prison-related matters. DGPDH, TRT and CoE representatives, including Mr Mermerci, the then Director General of the DGPDH and Director General of TRT personally attended the initial studies. The series of the meetings started with the meeting of the General Directors of the DGPDH and TRT on 8 August 2011. At the meeting, the two Directors General agreed to cooperate on a broad range of issues that would affect ensuring public support to the prison reform activities in Turkey. These include cooperation on production of a series of TV documentaries on the life in prison and prison reform activities, production of TV and radio spots, organisation of discussion programmes on the TV so as to trigger public debate and incorporation of elements of prison reform into the scenarios of popular TV serials so as to get the message through a wider public. As a follow up to that meeting, two more meetings were held at the technical level between the TRT (department of broadcasts) and the Project teams of the CoE and the DGPDH in September. As a result of these meetings, TRT agreed to broadcast audio-visual promotion materials to be produced under the Project free of charge for public benefit and to contribute with technical expertise in production of documentaries and TV and radio spots. The teams also agreed to meet again with producers to agree on the scenarios of the documentaries and TV spots and on the exact messages to deliver to the public in mid-October. The follow-up meetings between the TRT and DGPDH officials within the period October – December 2011 focused on determining the content of the TV spots and the documentary to be produced under the PR component, as reported by the DGPDH. The DGPDH representatives expressed their satisfaction on the level of expertise provided by the TRT representatives and expressed their wish for further cooperation with this institution.

Thanks to cooperation with the TRT, a PR Strategy was also developed and finalised in November 2011. The overall objective of the approved PR strategy was to raise public awareness on the Turkish prison reform and on the activities of the DGPDPH.

The specific objectives of the strategy were as follows:

- ❖ To increase the level of public support for prison reform activities and to increase public confidence in the penitentiary system and its institutions.
- ❖ To raise public awareness and knowledge on the EPR and other international standards in the penitentiary field.
- ❖ To increase the capacity of the DGPDPH to ensure the sustainability of PR related activities.

The approval of the draft PR strategy by the DGPDPH was a welcome development, which enabled the CoE Project team to produce the final draft of the ToR for the PR related activities to be undertaken by a professional PR company and to mobilise the selected company as stipulated in the DoA. On 20 February 2012, the DGPDPH communicated an official letter to the CoE, suggesting cooperation with the TRT on the production of TV spots and a documentary film, because of the positive past working experience with the institution. The offers submitted to the CoE Project Office by TRT and private production companies revealed that TRT would not provide the originally presumed benefits to the Project as the quality of TRT's proposal was lower than those submitted by the private sector and was not cost effective at the same time as its price quotation was much above the market average. As the TRT refused to take part in a competitive procedure, the DGPDPH agreed to consult several private companies for handling of PR related activities of the Project as the best method to take this component of the Project further.

Following the breakdown of negotiations with TRT, as explained in the previous AA Reports, a number of private production companies and PR agencies were consulted and contracted for the provision of following services:

- a) Creation and production of 5 TV spots;
- b) Production of a documentary film introducing and promoting prison reform to the public;
- c) Design and display of billboard posters;
- d) Design and set-up of a prison reform web site and prison reform related popular social media tools;
- e) Training sessions for high level DGPDPH staff on "how to deal with media, how to handle public relations";
- f) A training session for DGPDPH staff on how to run a press/PR unit;
- g) Draft, design and publication of a booklet introducing prison reform to the public;
- h) Media monitoring.

The service providers completed their work based on the following action plan:

Week	Dates	Component 1: TV Spots	Component 2: Documentary Film	Component 3: PR Capacity Building	Component 4: Billboards
Week 1	2-6 July	Research, scenario, authorisatio	Research	Media follow - up (starts this week and continues till the end of the contract)	

		<p>n for on-site shootings</p> <p>Submission of the "motto"</p> <p>Submission of the scenario</p>		<p>Start of drafting of the pr strategy paper recommendations</p> <p>Start of drafting of the contents of the introductory booklet and flyer</p>	
Week 2	9-13 July	Shooting of TV spots	Drafting of the scenario	<p>Prison reform web site design</p> <p>Acquisition of prison reform social media accounts</p> <p>Drafting of the pr strategy paper recommendations (continued)</p> <p>Drafting of the</p> <p>Contents of the introductory booklet and flyer - continued</p>	Billboard design
Week 3	16-20 July	Shooting of TV spots	Drafting of the scenario	<p>Prison reform web site design (continued)</p> <p>17-18 July: PR seminar for top level managers of the DGPDH – 1 (10 top level managers of DGPDH; location: Ankara)</p> <p>19-20 July: PR seminar for top level managers of the DGPDH – 2 (10 top level managers of DGPDH; location: Ankara)</p> <p>Drafting of the contents of the introductory booklet and flyer (continued)</p>	Billboard design
Week 4	23-27 July	<p>Editing</p> <p>Animations</p> <p>Post production</p>	On the site shootings	<p>Completion of web site design</p> <p>Finalisation of the visual identity (23 July)</p> <p>Training for the DGPDH Press Unit and IT Department staff on the PR and use of popular social media tools (a total of 10 staff for 5 days,</p>	Completion of billboard design

				Ankara, 23-27 July 2012) Drafting of the contents of the introductory booklet and flyer (continued)	
Week 5	30 July - 3 August	Editing Animations Post production	On the site shootings	Prison reform web site on air Submission of final draft of booklet and flyer to mta for its design Completion of flyer and brochure design	
Week 6	6-10 August	Submission of TV spots Approval of TV Spots	Post production	Publication of the brochure and flyer (2000 brochures, 1000 booklets)	Printing of billboard posters
Week 7	13-17 August	Certification of TV Spots by the Supreme Council of Radio and TV as the "TV Spots for Public Benefit" (Kamu Spotu)	Post production	Posting of the brochures and flyers to prominent media corporations, NGOs and opinion leaders Uploading brochures and flyers to the prison reform web site Submission of pr strategy recommendations report	Printing of billboard posters
Week 8	20-24 August	Certification of TV Spots by the Supreme Council of Radio and TV as the "TV Spots for Public Benefit" (Kamu Spotu-continued)	Submission of the film		Posting up of billboard posters (26 August 2012)
Week 9	27-31 August	TV spots broadcasted	If approved by the Minister of Justice, the	Handover of the prison reform web site and social media accounts to the DGPDH (31 August)	Billboard posters will remain posted for one week on

			film will be broadcasted during an interview with the Minister of Justice or one of the top level managers of the MoJ	Submission of media follow up report	200 different spots
The Closing Conference: 29 September 2012					

Results:

Because of time limitations, it was not possible to implement a full-fledged PR campaign. Nevertheless, the following results were anyway achieved:

- Capacity of DGPDH to design and implement PR campaigns improved thanks to the intensive training sessions for governing grade staff of the DGPDH and to the officials of the press unit established under the DGPDH.
- DGPDH was provided with PR tools such as a prison reform website (www.cezainfazreformu.org); prison reform social media accounts (Facebook and Twitter); 5 TV spots promoting prison reform and a documentary film of 25 minutes on the history and future of prison reform in Turkey.
- The expert suggestions in the process led to establishment of a press unit within the DGPDH.

4.6. Expected Result 6: The capacity of the DGPDH of the MoJ is increased to further design and implement prison reforms

In order to increase the capacity of the DGPDH to further design and implement prison reforms, the Project envisages the training on the EPR and prison management, and the organisation of study visits to other European countries to share good practice and information.

4.6.1. Results under ER 6:

As already mentioned under ER 1, the results achieved under ER 1 are relevant to ER 6. The training materials, tools and manuals developed under ER 1 and good cooperation between the CoE and the DGPDH in logistical and technical organisation of training sessions and seminars led to successful implementation of field training activities under this ER.

Furthermore, the engagement of a group of the DGPDH experts in drafting and producing all Project publications

Activities under this ER encompassed capacity building activities aimed at providing training to all prison staff working in 90 prisons on both legal and practical matters. These training sessions were based on the manuals and tools developed under the ER-1 and supplemented by study visits to other European countries to observe and import best practices. Therefore assessment of activities under the ER-1 is also relevant for this ER.

When the participant feedback on the training sessions is evaluated, level of satisfaction in terms of content and expertise is generally very high. The feedback forms and the field research also show that demand for further training is also high. This suggests that providing training sessions to a large section of penitentiary professionals was a good method of intervention. The Project implementers also observed that especially the cascade training sessions in which approximately 18,000 prison staff involved helped establishment of an in-service training culture inside the prisons though going out of penitentiary facilities for training purposes has always been a more interesting option for prison staff. Development of an in-service training culture inside prisons would help lifting the burden on the PSTCs and help ensuring regular in-service training.

It is also positive to be able to observe that the training sessions provided contribute to betterment of life in prisons. The field research revealed that inmates have felt improvement in the attitudes and behaviour of prison staff in recent years, which shows that training provided by the PSTCs and the Project help prison staff perform their duties in more compliance with the European standards.

The training component of the Project was its strongest component and the one met with most appreciation by the target group. This shows the further need for training and professional development within the system. Theoretical reflections on the benefits of training sessions point out to the fact that one-off training does not lead to a real impact unless it is evaluated, followed – up and disseminated. Furthermore, training should be regular and content should be updated in accordance with the evolving needs of the organisation. Therefore the task for the DGPDH now is now to consolidate an understanding of “professional life-long learning” in the penitentiary system and to systematize training needs analysis, training evaluation and development of needs based training programmes.

4.6.2. Activities under ER 6:

4.6.2.a. ToT on the New Codes Legislation and the 2006 EPR, Antalya, 7-11 September 2009: (ToT on EPR)

Aim: To train the first group of 30 trainers, who would subsequently train 270 trainers from the 90 prisons under the scope of the Project.

Participants:

The training sessions were moderated by the LTC and a STE and the 4 MoJ experts as well as 33 future trainers from all three training centres for prison staff, the CTE Research Centre, the CTE Bureau of Personnel Training and 9 different prisons. The future trainers were carefully selected by the MoJ.

Results:

The 33 trainers were trained on the 2006 EPR and other international standards, in particular on handling resistance to changes in prison management, the application of adult learning techniques and training methodologies to the EPR training. Special priority was given to the provisions of the EPR concerning prison admission procedures; classification, placement, accommodation and special categories of prisoners, security and order in institutions, disciplinary actions and measures, rights and responsibilities of prisoners concerning transfers, rights and responsibilities of prisoners concerning health care services and other issues, training activities, rehabilitation and working within the prisons, contacts with the outside world; international standards on prison staff and management and discharge procedures. The participants were given the opportunity to use the training techniques they had learnt through a variety of interactive training exercises. The participants also provided a useful feedback on the "Training Manual on the New Codes, legislation and the 2006 EPR". Finally, a division of responsibilities among the participants was made for the forthcoming 10 intermediate ToT sessions aiming at 270 MoJ staff members from 90 prisons, future trainers.

4.6.2.b. Two seminars for the DG staff on the New Penal Enforcement System and Legislation, the EPR and the CPT standards (25-27 September 2009, Afyonkarahisar)

Aim: To inform the DG staff on the new penal enforcement system and legislation, the EPR and the CPT standards.

Participants:

The seminars were carried out with the participation of 134 DG staff members. The STEs with international expertises presented the ECtHR case law, the CPT standards, and the EPR. The seminar was divided into two parts. The first day was devoted to the operational staff (107 participants) and the second and third days to high-level administrators of the DG (27 participants). The first day of both seminars started with the opening speeches of CoE and MoJ representatives and went on with the presentation of the new developments in the Turkish penitentiary system, by Mr İlyas Kuvel and by Mr Bertel Osterdahl on the EPR, background, status and rules specifically relevant to Turkey; Ms Esra Katiman gave a presentation on the ECtHR and the state positive obligation in respect to the right to life of prisoners, detention

conditions and the case law relevant to Turkey. Mr Ales Butala presented the CPT background, tasks and standards, and led a topical discussion on some parts of the recent CPT reports after its visits to Turkey. The third day was devoted to panel discussions on the actual problems of the European penitentiary systems and of Turkey.

Results:

The participants received information from eminent experts on the recent developments in the European and Turkish penitentiary systems and discussed future plans on how to bring the Turkish penitentiary system in line with European standards. The significant development made by the Turkish penitentiary system within the last decade was highlighted and the conclusion was that the current problems in the Turkish prison system were not very different from those being experienced in other European countries. The main point of discussion was the obvious overcrowding of Turkish prisons. The participants agreed that overcrowding could hamper the success of the prison reform in Turkey and underlined the need to work on a solution to the problem. Measures, such as conditional release and probation services were discussed, as well as the possible application in Turkey of an electronic monitoring system.

4.6.2.c. Cascade intermediate training of 270 national trainers on the new codes, legislation and 2006 EPR October – November 2009, Antalya

Dates and Venue:

Session 1, 2 and 3: (19 - 23 October 2009, Antalya)
Session 4, 5 and 6: (2 - 6 November 2009, Antalya)
Session 7, 8, 9 and 10: (16 – 20 November 2009, Antalya)

Aim:

The aim was to train 270 national trainers, who will subsequently train 15,000 prison staff throughout the training sessions to be held until the end of the Project on the new codes, legislation and the 2006 EPR.

Participants:

290 prison staff from 90 prisons under the scope of the Project.

Flow of the training sessions:

All 10 training sessions were based on the training programme, manual and tools developed for the first ToT held in Antalya on 7 - 11 September 2009. The first part of the training consisted of the training of participants on the main aspects of training methodologies. Throughout the rest of the session, the focus was on the EPR and the provisions of the Turkish penal enforcement legislation with relevance to the EPR. All training sessions started with joint morning sessions, in which the CoE and the MoJ representatives made opening speeches followed by the LTC's presentation on the CoE standards, the ECHR, the EPR and the CPT recommendations. The LTC also presented his experiences from training sessions organised in other countries and his ideas on how they could be implemented in the Turkish prison system. Owing to sufficient numbers of training halls and trainers, the participants were divided into four groups in the afternoon sessions of day one and remained so until the end of the training. A

total of 25 of the 33 trainers who had trained in September in Antalya took part in the training sessions.

For every class, the afternoon session of day one started with presentations and discussions on training methodology. The trainers started by determining the working rules of the groups and reviewing the programme for the week. The session continued with a discussion on what makes a good teacher. They went on to discuss the differences between training young people and adults. Divided into two groups, they did an interactive exercise on the differences between pedagogical and andragogical methods of learning. The sessions continued with a "GIK-exercise" on creating an efficient learning situation using audiovisual and cine-static methods. It was stressed that every person had a personal learning style, i.e. by seeing, listening, reading, discussing and doing. The trainers also presented the "KOLB learning cycle" with 80 questions on different types of learning. The trainees were finally divided into smaller groups to prepare a five-minute presentation each, on a theme chosen by the group.

Day two: The day started with a discussion on the problems a trainer might face and a reminder exercise on good teaching and continued with the participants' five-minute presentations in which they used different methods such as role-play, discussions, group work and presentations. Different problems a teacher might face and group work on how to find solutions to these problems were tackled in the afternoon. Examples of articulated problems were: fear of being new, lack of training experience, problem groups/participants, level of participation, timing, level of training, questions, feedback methods and training materials.

Day three: The day started with a discussion on how to get a better understanding of problems created by a prison environment with a focus on how to facilitate the inmates' rehabilitation. The training continued with a group work on the rights of people that could be suppressed once in prison. The next item was a discussion on the negative impact of imprisonment on inmates and how to support their return into society. In the afternoon, a role play on admission procedures was organised. Day three ended with discussions on risk analysis, assessments, the classification of prisoners and problems stemming from overcrowding.

Day four: The trainers went through chapters 4, 5 and 6 of the Manual and the methods employed were the same as in day three.

Day five: The day was dedicated to the remaining chapters of the Manual (chapters 7, 8, 9 and 10).

Results:

The training sessions were thoughtfully organised with a logical blend of different training methods, such as presentations, group assignments and discussions. The trainers were enthusiastic, professional and convincing and the trainees had the chance to observe good examples on how to impart future training to their peers. After the first two days, the participants got a clear picture of the problems they might face as trainers in the future and were given a general guidance on how to deal with them. For the trainees with limited experience in delivering training, it was very useful to have the possibility of taking part in discussions with more experienced trainers and to hear concrete examples on how to handle different situations. To start each day with a warming-up session - a modern and contemporary interactive adult education method - created an open and friendly atmosphere, which facilitated the learning process. During the third, fourth and fifth day, the participants were presented with good

examples on how to make a presentation, how to lead a discussion on the EPR and which parts of the EPR might be more relevant than others to different categories of prison staff. The Training Manual on the EPR was assessed as an extremely helpful tool for both trainers and trainees

4.6.2.d. Cascade training of 15,000 prison staff on the EPR

Aim: To disseminate information and knowledge on the EPR and other international standards in the penitentiary field

Dates, Venue and Participants: DGPDH trainers trained at the ToT and cascade ToT sessions on the EPR within the framework of the Project, officials from the DGPDH headquarters (as observers) and prison staff participated in the activities. The training sessions took place in each of the 90 prisons between March 2011 and June 2012.

Results: The evaluation and feedback reports submitted to the CoE reveal that the EPR training sessions continue to be found very useful by participants. According to the feedback forms, the average scores for the 6 main questions addressed to the participants are as follows:

The presenters were able to ensure active participation of trainees.

Average = 4.3

The presenters were effective and skilled trainers.

Average = 4.6

The content of the course was of a high standard and relevant for the daily work

Average = 4.6

Handouts, including manuals, were useful, relevant and clear

Average = 4.7

The venue was comfortable and conducive to learning activities.

Average = 3.9

The trainees were willing to participate in the training sessions

Average = 4.4

Code for responses: 1 – Strongly disagree; 2 – Disagree; 3 – Unsure; 4 – Agree; 5 – Strongly agree

The scores written above suggest that the participants have some complaints about the physical conditions of the training venues inside the prisons, but on the other hand they are highly satisfied by the content of the training sessions, the trainers and the training materials that supplement the sessions. Similar views are also shared by the observers who monitor training. Most comments by the observers propose continuation of training sessions in the future too. Another shared view by the observers is that the duration of the training sessions should be longer and include topics such as techniques to improve dialogue between the inmates and the prison officers, effective crisis management techniques and rehabilitation programmes for prisoners. The score of 4.6 on the relevance of the training to daily work proves that the training sessions continue to contribute to the efforts of prison staff to perform their duties in closer accordance with European and international standards.

4.6.2.e. ToT on Good Prison Management, Leadership and Operational Standards (Antalya, 14-18 December 2009).

Aim: The training programme included three elements: 1) To introduce the training programme on good prison management, leadership and operational standards, which is to be delivered by those in attendance to 780 colleague governors and second governors throughout the Turkish prison service. 2) To re-launch the PMM recently revised and updated. 3) To ensure that those in attendance were introduced to a range of training methods to refine their skills and increase their confidence in delivering this training programme to others.

Flow of the training:

Day One: The day started with a welcome note address to those in attendance and an outline of: learning expectations, ground rules for training, the introduction of the concept of outcome objectives, the importance of valuing differences and diversity in all participants, the significance of evaluation. The introduction was followed by an exploration of the qualities and skills of effective leadership and this exploration continued throughout the day. The day ended with a short introduction relating to recent research into the effective use of emotional intelligence before finally a review of the work that had taken place and an evaluation of the objectives of the day.

Day Two: That day concentrated on looking at and studying various leadership styles and approaches. The group investigated in particular the following styles, advantages and disadvantages of each: Autocratic leadership, bureaucratic leadership, democratic leadership, and delegative leadership. The group also investigated the use of a number of negative leadership styles and considered how these can affect operational standards. There followed a session on self-management and self-control incorporating the legitimate use of authority to enhance effectiveness. Finally the day ended with a review of the day's learning and consideration of the objectives that had been set for the day.

Day Three: it provided an opportunity to consider recent research into effective practice with offenders and how this research had an impact on staff and their approach to working with prisoners and their families. It also provided some helpful information on working together with colleagues and others professionals.

In particular, the lecturers and participants considered the research carried out in the 1990's by Chris Trotter in Australia, who highlighted the importance of taking a pro-social approach involving: building high-quality relationships in the workplace; acting as an example and a role model; understanding how to reinforce the kind of behaviours administrators want to encourage; knowing how to discourage those behaviours administrators disapprove of. The day ended with a series of exercises linked to the research and the day's learning.

Day Four: The programme focused on self-management and self-control, beginning with time management then leading on to delegation, managing meetings and strategic planning. The day ended with a review of the ground covered and an evaluation of the learning achieved against the planned outcome objectives.

Day Five: was dedicated to the work not completed the previous day and a review of what had been done in the last four days. The sessions on evaluation and personal objectives were also completed.

Overall Evaluation and Strategy:

The ToT was well received with many positive comments being voiced by the participants. Based on comments from this session, some minor amendments to the Programme were done, particularly some translation issues and the timing of the sessions need to be re-defined so that all planned work could be completed within the allocated time-frame. It was also agreed that it would be possible to concentrate the sessions into a four-day programme, but no shorter than that. According to the Project work plan, a total of approximately 780 staff should attend the cascade training sessions on good prison management, leadership and operational standards. The STC and the LTC together with the MoJ experts concluded that it would be beneficial if all could be trained according to the following four-day programme:

Day one - Introduction, objectives, evaluation, ground rules, the qualities of effective leadership.

Day Two - Leadership styles, using legitimate authority.

Day Three - The importance of behaviour and pro-social modelling.

Day Four - Self- management and self-control, communication skills.

The course could be delivered on 6 different occasions, with up to 130 participants each time. This would allow 5 groups of 26 participants, each with two trainers. All 130 participants could be brought together as a large group for key lectures on each of the four days, delivered by the LTC and STE.

4.6.2.f. Training on Good Prison Management, Leadership and Operational Standards

Aim: The aim of this training programme was twofold (1); to deliver a training programme on Effective Leadership and Prison Management to governors and second governors employed within DGPDH, and (2) to re-launch the PMM recently revised and updated.

Session 1- Antalya, 2-5 February 2010

Session 2- Antalya, 8-11 February 2010

Session 3: Atlantis Hotel, Belek, Antalya, 2 - 5 March 2010

Session 4: Atlantis Hotel, Belek, Antalya, 16 – 19 March 2010

Session 5: Atlantis Hotel, Belek, Antalya, 30 March – 2 April 2010

Session 6: Limra Hotel, Kemer, Antalya, 13 - 16 April 2010

Session 7: Papillion Hotel, Belek, Antalya, 27 - 30 April 2010

Participants: 850 governors and second governors.

Flow of the training sessions:

Day One: Welcome address and introduction, including an outline of the session

The introduction was followed by an exploration of the qualities and skills of effective leadership which lasted the whole day. The day ended with a short introduction relating to recent research into the effective use of emotional intelligence before a final review of the work that had taken place and an evaluation of the objectives of the day. Each participant had an opportunity to review and evaluate the training that had taken place and to comment on its value to them in their day-to-day work. Once the training programme for the day had ended, the Team met with the trainers to evaluate and identify any issues or problems and plan the following day's activities.

Day Two: It concentrated on looking at and studying various leadership styles and approaches. The group investigated in particular the following styles, advantages and disadvantages of autocratic, bureaucratic, democratic and delegative leadership.

The group also investigated the use of a number of negative leadership styles and considered how these can affect operational standards. There followed a session on self-management and self-control incorporating the legitimate use of authority to enhance effectiveness. The day ended with a review of the learning that had taken place and a consideration of the objectives that had been set for the day. There was an introduction on how personal effectiveness can be improved by demonstrating positive and constructive behaviours and conversely the negative effects of inappropriate behaviours.

Each participant had an opportunity to review and evaluate the training that had taken place and to comment on its value to them in their day-to-day work. Once the training programme for the day had ended, the Team met with the trainers to evaluate and identify any issues or problems and plan the following day's activities.

Day Three: it provided an opportunity to introduce participants to the "What Works" agenda. "What works" is a research into effective practice with offenders; participants were given an understanding on how this research impacts on staff and their approaches to working with prisoners and their families. It also provided some helpful information on working together with colleagues and other professionals. The experts highlighted the principle of "responsivity" and linked this to the research carried out in the 1990's by Chris Trotter in Australia which highlights the importance of taking a pro-social approach involving;

- Building high quality relationships in the workplace
- Acting as an example and a role model
- Understanding how to reinforce the kinds of behaviour you want to encourage
- Knowing how to discourage those behaviours you disapprove of.

In small working groups, the participants revised their current practice in order to see where they could introduce the research conclusions into their workplace. Each participant had an opportunity to review and evaluate the training that had taken place and to comment on its value to them in their day-to-day work. Once the training programme for the day had ended, the Team met with the trainers to evaluate and identify any issues or problems and plan the following day's activities.

Day Four: Because of the travel arrangements of the participants, it was not possible to complete the day's programme as originally planned. Therefore, it was decided to give priority to time management and delegation skills at the start of the day. The focus was then put on learning on managing meetings and strategic planning.

The training session ended with the completion of evaluation forms and a review of the main objectives and learning points of the session.

Results: The opening ceremony added gravitas to the proceedings and set an appropriate tone for the participants for the week. The national trainers worked extremely well and ensured maximum learning opportunities for the participants. The 130 participants were divided into 5 small groups each led by two trainers. The MoJ experts present were also very effective in ensuring that the programme ran as smoothly as possible. During the session, the LTC and the

STC regularly visited the small group rooms to check the understanding of concepts and offer advice when requested and answer questions from the participants.

There was a very high return of the evaluation forms by participants. Over 98% reported that the objectives were fully met whilst the remainder reported them partly met. Participants reported that whilst not all the information they had received was completely new, they nevertheless felt the reinforcement to be meaningful. Emotional Intelligence, Positive Role Modelling and the various Leadership Styles featured highly in the feedback on the most important components of the course. All participants provided evidence in the evaluation forms of how they might transfer the classroom learning into their workplace. They indicated also how they would be more aware of their behaviours when dealing with staff and prisoners. The structure of the course largely met the learning needs of the participants although some reported that some sessions had so much content they there should be more time allotted to them. Learning of the experiences of the experts and sharing their learning and experiences with peers was seen by the participants as being a positive aspect of the course. Participants indicated internalising and reflecting on the information and how they may adapt their behaviour and style to be a more motivational leader and demonstrate positive role modelling.

4.6.2.g. Seminars for Public Prosecutors and Commanders of the Gendarmerie on the new penal enforcement system, the European Rules and the Recommendations of the CPT (Izmir, Çeşme, 20-21 April 2010; Gaziantep, 6-7 May 2010)

Aim: To inform Prison Prosecutors and Commanders of the Gendarmerie in charge of Prison Perimeter Security on the content of the EPR and the ECHR, the working methods and findings of the CPT, the working methods of the ECtHR and its case-law, recent developments in the penitentiary field in Turkey and other relevant international mechanisms for protecting those deprived of their liberty.

Participants: CoE LTC and STCs, representatives of DGPDH, CoE and General Command of Gendarmerie (GCG), 43 Prison Prosecutors, 54 Commanders of Gendarmerie.

Seminar Content:

After the introductory speeches, participants were asked to join one of three workshops designed to address the issues arising from the presentations by the experts. The task of each group was three-fold: to highlight those areas where the Turkish penitentiary system had made progress, to point out areas for improvement and generate feasible solutions to the problems identified. Each group was requested to highlight areas of good practice, required improvements and to propose practical solutions to the outstanding problems. Finally, the groups were provided with the opportunity to present their findings in the plenary session.

Results:

The activity was unique in the sense that, for the first time, prison prosecutors and gendarmerie commanders were brought together under the same roof to discuss issues of mutual concern. In this way, the Project addressed certain communication and cooperation problems between these two important stakeholders of the penitentiary system which have sometimes been responsible for lapses in the quality of the provision of operational services within prisons in Turkey.

The high quality of the presentations resulting from the workshops proved that each group had thoughtfully considered the problems and sought creative strategies for improvement. Despite the fact that it was the first platform for discussion between the two sides, the workshops generally agreed on the reasons behind significant problems and on strategies for solving them. The level of harmony between the groups went beyond expectations and the CoE experts involved in the seminar were impressed with the quality of the discussions and the atmosphere of mutual trust. These findings were also confirmed by the participants' feedback forms in which approximately ninety percent indicated that the contents of the seminar had been extremely useful. Most of the participants commented that the seminar was going to be useful for them in their professional life and felt that it had been a positive and constructive learning experience.

4.6.2.h Study Visit of the DGPDPH to Spain (Madrid and Seville, 8-10 March 2011)

Aim:

To observe best practices of enforcement in European countries, to facilitate exchange of information between the Turkish and European penitentiary authorities on aspects of prison administration, to facilitate incentives for future cooperation between the Turkish and European penitentiary authorities on further reform of the Turkish penitentiary system.

Participants: 5 representatives of the DGPDPH, 1 CoE representative, 3 officials from the Spanish Penitentiary Authority.

Results:

The participants received useful information on the Spanish penal enforcement system and its specificities during the presentation held in Madrid on the first day of the visit. On the second and third days, the following penitentiary facilities in Seville were visited: Seville II Prison, Luis Jimenez de Asua Prison, and Seville Female Prison. The Turkish delegation observed with a high interest the good practices employed at these high security and female prisons and at the social reintegration centre. The participants' feedback on the visit was very positive and especially the good practices on the out-of-the cell activities were inspiring for the Turkish delegation. The pre-release programme employed at the Luis Jimenez de Asua Social Reintegration Centre which included employment guarantees for the pre-release prisoners was also considered to be a remarkable model. In all three facilities, the availability of vast variety of educational programmes and offending behaviour programmes were appreciated.

It is expected that especially the good practices observed in Spain, particularly those concerning the out-of-the-cell activities will motivate the DGPDPH for further work to increase the time allocated to the out-of-the cell activities in Turkish prisons, which is also one of the performance indicators of the Project.

4.6.2.i. Study visits of the DGPDPH staff to Italy and France (Rome, 18-20 April 2011; Paris 10-12 May 2011)

Aim: To observe best practices of enforcement in European countries, to facilitate exchange of information between the Turkish and European penitentiary authorities on aspects of prison administration, to facilitate incentives for future cooperation between the Turkish and European penitentiary authorities on further reform of the Turkish penitentiary system.

Participants: 10 representatives of the DGPDH, 3 CoE representatives, officials from the Italian and French Penitentiary Authorities.

Results:

The participants received useful information on the Italian and French penal enforcement systems and their specificities during the presentation held on the first days of both visits.

- ❖ In Italy, two prison staff training centres and one penitentiary facility were visited. The variety of training opportunities provided for the prison staff at the training centres was a point of interest for the Turkish delegation.
- ❖ On the other hand, the badges of different colours the prisoners wore, determining areas the prisoners could visit without prior authorisation, was found to be useful by the Turkish delegation as it allowed more freedom of movement for the inmates within the penitentiary institutions.
- ❖ In France, the visit programme was intensive, and it included high security, juvenile and female prisons and the centre for probation services. Alternatives to imprisonment used in France and wide-spread use of electronic monitoring, community services and conditional release in particular drew the Turkish delegation's attention and inspired them to inquire more on how the large number of probationers were being handled (around 70,000 non-imprisoned convicted people) by the probation service in France. The French authorities explained that the intensive use of alternatives to imprisonment was a good tool for solving the issue of overcrowding and are a less costly method of execution of criminal sanctions.
- ❖ The Turkish delegation also observed the electronic monitoring equipment being used by the French system.
- ❖ The French authorities were transparent about the misgivings of their penitentiary system throughout the visit and explained that they were running a huge investment plan to bring accommodation conditions in the French prisons closer to the standards envisaged by the CPT and EPR.
- ❖ In this regard, the study visit to France was useful in displaying that even the developed western European countries were putting significant efforts into meeting the CPT and EPR standards, and that it is an on-going process as the standards develop all the time.

4.6.2.i. ToT session for the teachers in prison education (13-15; 18-20 April 2011, Antalya)

Aim: To train a core group of trainers, who will consequently train around 350 of their colleagues, on the fundamental learning principles and instructional methodologies which will underpin the consistent delivery, throughout the Turkish prisons, of custodial trainer training.

Participants: CoE LTC and STC, coE Project Team, 23 teachers in prison education.

Course Structure:

A group of 23 experienced teachers in prison education were identified by the MoJ and they were divided into two groups composed of 12 and 11 participants respectively. Each group had the chance to attend an intensive 3-day "training of trainers" course. The first day of the Course concentrated on introduction of the draft "train the trainers" manual prepared by the CoE

STC. The CoE STC introduced the Manual session-by-session and explained, in detail, the training Modules. After intensive discussions and agreement on the modules, the final sessions focussed on How to use the Manual, it covered the manual structure and supporting materials – slides worksheets and handouts and developed the master trainer capacity to promote and utilise the the manual during the rollout. Detailed feedback sheets were distributed and completed.

Results:

According to the feedback forms filled in by the participants, they were highly satisfied on the relevance of the training programme, course notes, supporting materials, teaching style and back-up. Almost all the trainers trained explained that they were able to familiarize themselves with the contents of the draft ToT manual and therefore they felt comfortable about delivering further training to their colleagues.

At the end of the training, the following with regard to the content of the manual and the cascade training for teachers were agreed upon:

The stated goal of the training: The overall goal of the theoretical sessions and training modules outlined in the manual is to equip custodial staff and trainers throughout the country with underpinning knowledge and a standard set of instructional and facilitation skills and resources to train others to use the approaches and techniques in the Train the Trainer Manual. This will be cascaded throughout the service with the goal of increasing the capacity, the expertise and knowledge of some 300 MoJ staff to deliver learner centred training to offenders in custody. To accomplish this goal, the training provides an opportunity for participants to focus both on the process of trainer training, as well as building knowledge and understanding of adult learning theory and practise. The process of exploring these issues and participating in the activities will help participants develop their expertise In group facilitation.

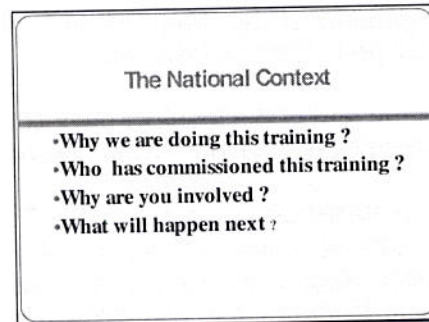
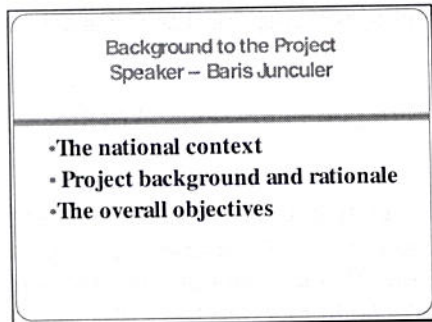
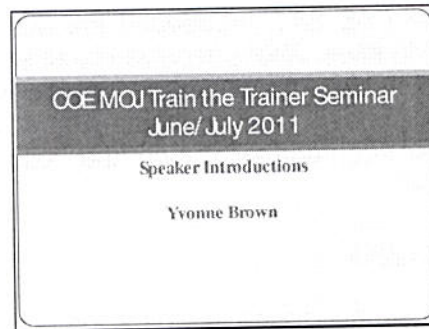
Intended audience for the training: Participants may come from a wide range of experiences and but will well positioned and empowered to train other custodial staff in planning, developing delivering effective training.

The training module format:

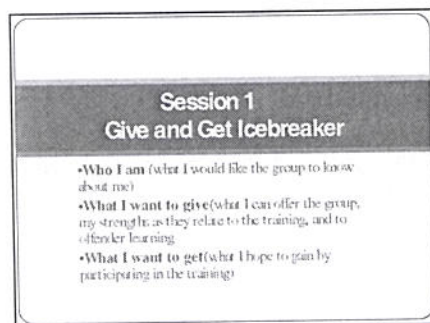
The following demonstrates the style agreed upon. This was adopted as the standard template of each Module's structure. This was intended to clearly state title, learning objectives and learning outcomes. This style was used consistently throughout the manual.

Presentation Slides

The following sample demonstrates the **common style** adopted for the presentations and also shows example notes pages. The trainers received the full 3 day presentation – annotated with speaker notes and in Turkish. This ensured that every trainer was presenting consistent content but still allowed each teacher to deliver in their own style.



Time	Activity	Speaker
9:00	Welcome and Project Overview	Baris Junculer
9:15	Welcome from MoJ	DMC
9:30	A European perspective	Baris Boeij
10:00	Session 1 Give and Get Icebreaker	Yvonne Brown
11:00 – 11:30	Session 2 Learning Principles and Theory	Yvonne Brown
11:30	Understanding how Adults Learn	Yvonne Brown
11:30 – 1:45	LUNCH – see to do some prep	
1:45	Session 2.2 What Steps are you?	MoJ Trainers
2:00	Session 2.3 The Teaching and Learning Cycle	MoJ Trainers
2:45	Analyzing your learning style	MoJ Trainers
3:15 – 3:30	Ultimate Goal	
3:30	Session 3 The challenges of delivering learning in a custodial environment	MoJ Trainers
16:30	Mini case Case study – A model learning prison	
17:00	Finish	



4.6.2.k. Cascade training sessions for the teachers in prison education (27-28 June, 30 June-1 July and 4-5 July 2011, Nevşehir)

Aim: To disseminate knowledge and information on the fundamental learning principles and instructional methodologies which will underpin the consistent delivery, throughout the Turkish prisons, of custodial trainer training.

Participants: CoE LTC and STC, 24 national trainers and 300 teachers in prison education.

Course Structure:

During the ToT sessions it was agreed that the cascade sessions would be best delivered using a co-teacher or buddy model. National trainers worked in pairs with a class of 20 trainees. Trainers were expected to deliver five modules (Modules 1-5) of the Teacher's Manual. National trainers also received PowerPoint presentations that were used for their own training which they adjusted for the needs of the cascade training.

Results:

According to the feedback forms filled in by the participants, they were highly satisfied on the relevance of the training program, course notes, supporting materials, teaching style and back-up. The national trainers trained in the April ToT session proved to be very good investment. They also confirmed that the Teacher's Manual was very useful for their preparation for the cascade training sessions and that they felt comfortable about delivering further training in their own institutions.

During those six days of training seminars, a lot of information was exchanged between experts, trainers and trainees, and positive behaviour and approach of trainers and trainees were quite impressive. Though their working conditions were not very favourable nor their salaries, they have shown to be very motivated to stimulate prisoners for a better self-development. Prison teachers seemed to keep looking for possibilities to improve the current situation of education in prisons although they sometimes had difficulties to co-operate with prison governors and other prison staff.

One of the exercises for small training groups was to draft a SWOT³ analysis of the custodial education. In total, the discussions were held in 12 groups on that subject matter and summary of the results of the SWOT analyses could be presented as follows:

Strengths

- ❖ The MoJ supports education in prisons.
- ❖ The level of interest and motivation of specialists like teachers, social workers and psychologists seem to be satisfactory.
- ❖ Universities and other non-governmental organisations are willing to co-operate with prisons.

³ The SWOT (*Strengths, Weaknesses, Opportunities and Threats*) analysis is a strategic planning method which is usually applied to evaluate the strengths, weaknesses, opportunities, and threats involved in a Project. It has been mainly used in businesses "planification", nevertheless it can also be applied in research methodology, above all, when trying to identify the internal and external factors that are favourable and unfavourable to achieve certain objectives in innovative Projects, as it is the case in virtual mobility

- ❖ Prison teachers are members of Disciplinary Boards, which mean they have influence in decision-making within the prison.
- ❖ Prisoners have respect for the prison teachers.
- ❖ Educational facilities in new prisons are suitable.
- ❖ There is a good co-operation with the Ministry of Education.
- ❖ Prisoners are often young and have a good memory.

Weaknesses

- ❖ The co-operation with NGOs is not well organised, the contacts are mainly based on personal relations.
- ❖ Overcrowding is a real problem. It puts pressure on every aspect of life in prison. This problem results in overcrowding in classrooms which badly influence custodial education.
- ❖ There is lack of staff in many prisons. This causes prioritisation between security and educational activities, which mostly results in cancellation of educational activities as no supervision staff could be present in classrooms.
- ❖ There is a general lack of educational materials good quality, the budget is limited and resources are scarce.
- ❖ Very often there is no adequate support from prison management and lower grade staff; governors have often a negative attitude towards education in prisons.
- ❖ Prison teachers tend to work alone and therefore they are in a vulnerable position.
- ❖ Bureaucracy takes about half of the working time of prison teachers.
- ❖ Certain groups of prisoners like sex offenders are excluded from education.
- ❖ Personal relations with prison governors affect many decisions.
- ❖ Older prisons have inadequate educational facilities.
- ❖ There is a general lack of discipline among prisoners.
- ❖ Salaries of prison teachers are low.

Opportunities

- ❖ Trainers from external education centres can provide support.
- ❖ A better time management would enable prisoners to take part in educational activities.
- ❖ Most prison teachers report to their governors. Prison governors should be motivated to improve the current situation and position of custodial education.
- ❖ Further similar training seminars could help reinforcing the position of prison teachers.
- ❖ Prison governors could be the portfolio managers for custodial education.
- ❖ Lower grade staff could be motivated to support educational activities.
- ❖ Private companies might be interested in subsidising educational activities / vocational training.
- ❖ Modern education methods like remote education, distance learning and open training could be used.
- ❖ Prisoners should be respected.

Threats

- ❖ Libraries often function for multi-purposes, which mean they are not always available for educational activities.

- ❖ Prison administrations tend to deal more with “easy” groups like juveniles and women; attention should be equally paid to men and serious crime offenders.
- ❖ There is a lack of motivation among all prison staff including educators.
- ❖ Resistance against training among prisoners, staff and management could create problems.
- ❖ There is a limited co-operation between different specialist groups in prisons.
- ❖ There is a lack of communication between different specialist groups in prisons.
- ❖ Prison administrators engage teachers to do other activities than teaching.
- ❖ Overcrowding.
- ❖ Lack of organisation.
- ❖ Prison governors very have full understanding of importance of education in prisons and they tend to prioritise the working sector against education.
- ❖ It is not always clear what falls within decision-making remit of prison governors on one side and prison teachers on the other side.
- ❖ Hostility among different groups of prisoners.

4.6.2.1. Study Visit of Prison Governors to Bavaria, Germany (Munich, Aichach, Neuburg and Kaisheim, 13-15 December 2011).

Aim: To enable prison governors observe best practices of prison management employed in other European countries and exchange information and experiences with their European counterparts.

Participants: Five prison governors, one chief prison inspector, one head of branch and one reporter judge, CoE LTC and PM.

Flow of the visit:

The participants had the chance to visit the Stadelheim Penitentiary Facility for prisoners on remand, the Juvenile Prison in Neuburg, the Female Prison in Aichach and the Prison for Male Adults in Kaisheim. The Turkish delegation was welcomed in every prison, by the respective prison governor and the chief prison officer. The participants were allowed to see all parts of the penitentiary facilities, including various types of cells, vocational training facilities and workshops, psycho-social services units and healthcare facilities.

Results:

The study visit contributed to a better understanding on the part of prison governors of the importance of effective organisation of vocational training and workshop activities, which make it possible for all inmates to be out of their cells for 8 hours a day engaged in meaningful activities. The visit proved that once sufficient machinery and space is allocated for activities in workshops, it is possible to keep all inmates busy out of their cells. The participants were impressed by the well organised approach toward vocational training.

Another important observation made by the governors was the close working relationship established between the prison management and the psycho-social services. In each of the prisons visited, the respective prison governors emphasised the significance of psycho-social services and offending behaviour programmes for ensuring security and peace inside the prison which also led to an increased awareness on the importance of the subject matter on the part of Turkish prison governors.

Lastly, the prison governors were given information on how all prison officers handle internal and perimeter security of prisons in turn. This observation was very useful for prison governors as Turkish prison administration is moving gradually toward assuming the responsibility for perimeter security of prisons.

4.6.2.m. Study Visit of the DGPDPH Staff to Berlin, Germany (5-9 March 2012).

Aim: To enable DGPDPH staff observe best practices of prison management employed in other European countries and exchange information and experiences with their European counterparts.

Participants: Five staff members of the DGPDPH, CoE PM.

Flow of the visit:

The Turkish Delegation was welcome by the Deputy Minister of Justice of Berlin on the first day of the visit and the Delegation had the chance to visit the Charlottenburg and Tegel penitentiary facilities as well as the Juvenile and Female prisons in Berlin throughout the visit.

Results:

The study visit contributed to a better understanding on the part of DGPDPH staff of the importance of effective organisation of vocational training and workshop activities, which make it possible for all inmates to be out of their cells for 8 hours a day engaged in meaningful activities. The visit proved that once sufficient machinery and space is allocated for activities in workshops, it is possible to keep all inmates busy out of their cells. The participants were impressed by the well organised approach toward vocational training.

Another important observation made by the participants was the close working relationship established between the prison management and the psycho-social services. In each of the prisons visited, prison officials emphasised the significance of psycho-social services and offending behaviour programmes for ensuring security and peace inside the prison which also led to an increased awareness on the importance of the subject matter on the part of Turkish delegation.

4.6.2.n. Seminars for Prison Health Care Staff (3-5; 10-12 April 2012, Antalya)

Aim: To raise awareness among the prison health care staff on the European and international standards in penitentiary health care, to introduce the contents of prison health care services manual to the participants, to discuss the gaps and needs of prison health care services.

Participants: A total of 430 prison health care staff, including prison doctors, dentists, health care officers and prison officers working in health care units in prisons; 2 international experts, 4 national experts, 2 local trainers trained during the ToT sessions on health care services in prisons, 4 DGPDPH representatives.

Results:

The gaps and needs of the prison health care services were identified by the working groups set up during the activity as follows: a) lack of a clear job description, responsibilities and

legal framework for health care workers in prison, b) delays in referrals of medical emergency cases due to administrative procedures, c) lack of gendarmerie to escort patients and lack of required hospital beds for prisoner patients, d) lack of training and lack of rooms and appropriate equipment for medical care, e) understaffing of health care workers and lack of medical doctors as well as difficulties in cooperation with Ministry of Health family doctors, f) difficulties of the current rotation between health care staff's work as health care workers and the work as security staff, g) lack of pharmacies with appropriate record keeping of drugs, h) lack of dentists and dental care equipment, i) lack of psychiatrists and psychiatric in-patient facilities, j) the non-existence of a list of essential medicines, inefficient health care documentation, and lack of standardization of health care procedures.

Assessment and Evaluation:

This seminar, originally intended as a training seminar for health care in prisons turned out to be understood both by the attendants, as well as by the DGPDH as an apparently rare communication and discussion opportunity between these two parties. The largest part of the three seminar days was spent by complaints and claims by the attendants about their unsatisfying working conditions towards the DGPDH. In this regard, as a communication opportunity, the seminar has served closing the communication gap between the DGPDH headquarters and the health care staff. The representatives of the DGPDH, who also took over chairing of the seminar sessions, allowed the participants to raise their complaints and claims. These complaints and claims shed light on the difficult situation of health care provision in Turkish prisons such as overcrowding of prisons and massive understaffing of health care personnel. Due to the lack of prison doctors and the not yet satisfying level of support from family doctors working in prisons the main burden of providing health care to prisoners has been borne by health care workers who are ill-trained, have no clear job-description, are ordered to perform medical procedures they are legally not authorized to do and who have to fulfil both health care and security obligations without having any medical professional independence. In addition, insufficient provision of dental care, mental care and pharmacy services, as articulated by the participants, constitute important misgivings in the provisions of health care services in prisons. Most of the claims of the participants were completely in line with the European Prison Rules, the CPT standards and also the Manual of Health Care Services in Prisons showing the big gap that still exists between accepted standards and the actual situation in Turkish prisons

Lack of representatives from the Ministry of Health and family doctors working in prisons, despite persistent attempts by the DGPDH and CoE to ensure their participation, was a serious setback. A decisive improvement of the health care services in Turkish prisons can only be achieved by a joint effort of health authorities and prison administrations.

4.6.2.o. Training of Prison Mental Health Care Units' Staff (2-4 May 2012, Antalya)

Aim: To re-inforce the roles of prison mental health care units' staff as regards prisoners with mental disorders, to inform prison mental health care units' staff on the European and international standards on mental health care in prisons.

Participants: 22 prison mental health care unit staff, 2 experts with international expertise, CoE and DGPDH Project teams.

Results: The participants' level of knowledge on the European and international standards on mental health care in prisons increased, as evidenced by the feedback forms filled in by the participants. The participants also reached a better understanding of their roles as mental health

care unit staff. The training also contributed to identification of the strengths and weaknesses of mental health care services, as summarised in the following chart:

Strengths

- ❖ Regular distribution of medicines
- ❖ Presence of psychologists and social worker
- ❖ Good facilities in Metris like a soft room, meeting rooms for family and wireless warning system

Weaknesses

- ❖ psychiatrists are not present frequently enough and the staff turn-over is too high
- ❖ rehabilitation centres need to be separate of the other sections in the prison
- ❖ more experts, more volunteers
- ❖ more training for staff
- ❖ better judicial position for the patient
- ❖ radio television in the rooms
- ❖ we need a family doctor
- ❖ insufficient involvement the Ministry of Health

Opportunities

- ❖ teamwork within R Type Prisons is strong
- ❖ Some mental health care services are being outsourced in Metris prison and this practice could be developed and exported to other R Type Prisons

Threats

- ❖ lack of uniform daily practise, standardisation
- ❖ limited communication channels to influence policy making of the headquarters
- ❖ limited level of knowledge on mental health care related issues at the DGPDH and MoJ
- ❖ low level of cooperation with the NGOs and universities

Assessment and Evaluation:

The discussions during the training revealed that there is an evident need of the system to ensure continuous and homogenous provision of mental health care services within the Turkish penitentiary system. Though the establishment of Metris R Type Prison provides a good model, this model practice should be transferred to the other four R Type prisons too, there is a need to establish several more and preferably separate such rehabilitation facilities. The overcrowding in prisons has negative effects on the provision of mental health care services, as exemplified by the fact that many of the beds for people with mental health problems might be occupied by patients with physical disabilities. It is also observed that there is not enough knowledge and experience on preventing, recognising and deescalating aggressive behaviours in the penitentiary system. The experience of multidisciplinary approach is not common as well. Therefore, further training of staff, development of teamwork and creating possibilities for supervision by qualified professionals are necessary.

To improve the quality of the services provided, cooperation with the private professionals, NGOs, universities and cooperation between rehabilitation centres should be strengthened.

4.6.2.p. Study Visits of Prison Health Care Staff (The Netherlands, 25 -27 April 2012; Spain 8-10 May 2012)

Aim: To observe best health care practices employed in the Dutch and Spanish penitentiary system, to enable exchange of information and experiences between the Turkish Delegation and their European counterparts

Participants: 10 DGPDH Staff in charge of supervision and/or organisation of health care services in Turkey, CoE Project team.

Results: During the two visits the participants were able to make a comparison on the quality of health care services provided in Turkey, the Netherlands and Spain. The main observations of the participants were as follows:

- ❖ The quality of provision and organisation of health care services in prisons is negatively affected by overcrowding and effective measures had to be taken to address this serious problem. This is the case especially in Spain, where the number of prisoner per 100,000 population is close to the figures for Turkey, where measure such as parole for the elderly and sick inmates, strengthening of open prisons and probation services helped slowing down of the increasing trend of the incarceration rate and consequently helped the Spanish authorities keep the good quality of health care services provided. In the Netherlands, where overcrowding is not a problem at all, the quality of provision of health care services followed an upward path and the Dutch authorities had to chance to invest more in the infrastructure and human resources of health care services provision because of favourable overall conditions and sufficient room. Therefore the Turkish Delegation concluded that tackling overcrowding is obligatory to improve the quality of health care services.
- ❖ Turkish Delegation observed that the physical infrastructure of health care services provided in the Netherlands and Spain were highly developed, which reduces the need to transfer inmates to facilities outside the penitentiary facility. In Turkey the medical clinics established within the campus type prisons offer good level of physical infrastructure but the stand-alone prisons mostly lack proper infrastructure. The participants concluded that cooperation with the MoH should be improved to address equipment needs of prison health care units.
- ❖ It was also observed that prisons in the Netherlands and Spain cooperate with private partners and universities in the provision of psychiatric care. Therefore the Delegation noted that development of public-private partnership in this field should be one of the methods to improve the quality of health care services.
- ❖ The Turkish Delegation noted that the prison governors in the Netherlands had the authority to contract prison health care staff without pre-authorization and approval of the MoJ. Though it did not seem likely to enact this practice in Turkey given the rules governing civil service in Turkey and the well-established administrative structure, it was appreciated as a good method to address on the spot or local needs in an effective manner.

4.6.2.q. Study Visit for Teachers in Prison Education (Scotland – UK, 14-16 May 2012; Baden Württemberg – Germany, 26-28 June 2012)

Aim: To observe best educational practices employed in the Scottish and German penitentiary systems, to enable exchange of information and experiences between the Turkish Delegation and their European counterparts.

Participants: 8 Teachers in Prison Education, two DGPDH staff in charge of supervision and organisation of educational activities in Turkish prisons, CoE Long Term and Short Term Consultants, Coe Project Team.

Results:

The two visits enabled the participants to make comparisons on the scope, content and quality of custodial education services in Turkey, Scotland and Germany. The main observations of the Turkish Delegation were as follows:

- ❖ The participants identified many similarities between the custodial education systems in place in Germany and Turkey, but highlighted that despite the variety of programmes provided were similar in both countries in quantitative terms, the quality of training programmes were of higher standard in Germany. Therefore it was noted that further updates on custodial education curricula shall be introduced to elevate the quality of custodial education services in Turkey.
- ❖ In Scotland, participants were informed that the prisons cooperated intensively with private enterprises, universities and NGOs in the provision of custodial education services. It was observed that Turkish penitentiary institutions' cooperation with other sectors have not reached the desired level yet and these multi-sector cooperation models, including "privatisation of penitentiary services too" shall be analysed further to be able to draw conclusion that would support Turkish prison reform process.
- ❖ Both in Germany and in Scotland, host country officials noted that their penitentiary systems did not suffer from lack of interest in vacant positions because the image of the prison services were good in these countries. The participants noted that in Turkey the situation was vice-versa and despite there were many vacant positions within the Turkish penitentiary system, applications to these positions did not reach the desired amount and therefore the system could not easily address staff shortages effectively. It was concluded that intensive efforts should be sustained to improve the image of Turkish prison system in the eyes of the public.
- ❖ In both countries, it was observed that individual prison managements were authorised to recruit prison teachers or procure educational services autonomously, which was not the case in Turkey due the administrative structure of Turkey and the legal basis governing the tasks and responsibilities of Turkish civil service. Though participants noted that it did not seem to adopt these practices in Turkey in the short run due to administrative and legal constraints, increasing the powers of prison governors in the long run might help effective solutions to some on-the-spot problems.

4.7 Describe if the Action will continue after the support from the European Union has ended. Are there any follow up activities envisaged? What will ensure the sustainability of the Action?

The Council of Europe does not have a pipeline Project in the sector and therefore there are no follow-up activities currently planned.

However, sustainability measures have been taken under the Project such as publication of resource books, capacity development for Prison Staff Training Centres, establishment of a press unit at the beneficiary's premises and establishment of a prison reform web site (www.cezainfazreformu.org) which also broadcasts publicity and information materials on prison reform.

The DG Prisons and Detention Houses of the MoJ has also started to implement new Projects under the twinning and technical assistance schemes, which is intended to take the reforms undertaken further.

4.8 Explain how the Action has mainstreamed cross-cutting issues such as promotion of human rights,⁴ gender equality,⁵ democracy, good governance, children's rights and indigenous peoples, environmental sustainability⁶ and combating HIV/AIDS (if there is a strong prevalence in the target country/region).⁷

Cross-cutting issues, especially human rights, rights of women, democracy and democratic behaviour, good governance, children's rights and protection of vulnerable people were the main focus of the Project's content albeit within the penitentiary reform context. Therefore all published material and training materials and programmes included topics on the above mentioned cross-cutting issues and these concepts were effectively promoted.

Gender equality is considered as an integral part of all CoE policies and Projects. It means an equal visibility, empowerment, responsibility and participation of both sexes in all areas of public and private life. The CoE set up its first committee to promote equality between women and men in 1979. Since then, the CoE has promoted gender equality in its member States by defining common principles and standards to promote the full participation of women and men in society.

In line with the Organisation's pioneering role of standard setting, a Recommendation on gender equality standards and mechanisms was adopted by the Committee of Ministers in November 2007. The CoE has incorporated a gender equality perspective into all its activities. It should be mentioned that the good functioning of a justice system is a very important mechanism for women to obtain their rights. Access to justice among the legal profession

Although we do not have concrete figures from Turkey, from a general point of view, we can note that there are more women in the administrative positions, as well as in psyche-social positions than in core prison duties. This is rather normal situation having in mind that working in prisons was traditionally considered a tough man work. However, the number of women working

⁴ Including those of people with disabilities. For more information, see 'Guidance note on disability and development' at http://ec.europa.eu/europeaid/infopoint/publications/development/19b_en.htm

⁵ <http://ec.europa.eu/europeaid/sp/gender-toolkit/index.htm>

⁶ Guidelines for environmental integration are available at: <http://ec.europa.eu/environment/integration/integration.htm>

⁷ Please refer to EC Guidelines on gender equality, disabilities, etc.

in all positions within prison sector is increasing on daily basis, and we have no doubts that Turkey will follow the positive trend, maybe not as fast as in other sectors of public life but fast enough.

As regards the management of the Project, this issue has been addressed in two different ways: women participation in the Project activities and in consultancy.

- ❖ An important concern of the gender issue has been the need to have a significant number of women engaged as consultants. Although within the Project the number of female consultants was considerable, there is still room for improvement. Despite the large pool of experienced international consultants, the number of women with experience in the Turkish prison system is very limited.
- ❖ As regards the number of women in the Project activities, the Project tried always to balance the participation of women and men in activities (ToT, study visits, training, etc).

4.9 How and by whom have the activities been monitored/ evaluated? Please summarise the results of the feedback received from the beneficiaries and others.

The Project's internal monitoring has been conducted by the Directorate General of Human Rights and Rule of Law of the Council of Europe in close cooperation with Directorate Internal Oversight of the Council of Europe.

Project's external monitoring has been conducted by the Result Oriented Monitoring team assigned by the Central Finance and Contracts Unit.

An evaluation study was performed by an independent expert team at the end of the Project. Within the scope of the evaluation, quantitative and qualitative study methods have been applied. Qualitative and quantitative analysis were focused in providing response to the defined indicators in the Project logframe which measures the progress within the life time of the Project (2009-2012).

As the qualitative part of the study, face to face interviews and focus group meetings have been conducted with 40 prison personnel. As the quantitative part of the study, a total of 10 prisons were selected. During the field study, 631 questionnaires have been applied within 10 prisons.

Field survey report includes findings on behaviours and attitudes of prisoners and prison personnel during the lifetime of the Project, comparison of the current state of the prison system in line with EU standards, recommendations regarding the rehabilitation and out of cell activities of prisoners, contribution of NGOs to the prison system, evaluation of new prison staff training centers and information on the current status of prisoners/convicts and prison personnel during the lifetime of the Project.

According to the feedback from the beneficiaries at different levels, they are appreciative of the Project's contribution to the penitentiary reform efforts in Turkey. The evaluation study also reveals that the overall betterment of the penitentiary system has been felt by approximately 70% of prison staff and 55% of inmates, which is remarkable considering the short time elapsed since the end of the Project.

The Minister of Justice of Turkey in his address at the Closing conference also highlighted added value of EU funding and the CoE's technical assistance in the success achieved so far and underlined that the reforms in the field of judiciary and penitentiary were

designed in close cooperation with the Council of Europe. He pointed out that the reforms achieved under the Project will contribute significantly to Turkey's path toward membership in the EU.

4.10 What has your organisation or any actor involved in the Action learned from the Action and how has this learning been utilised and disseminated?

The lessons learnt from the Project relate primarily to the Project design, notably the definition of the overall and specific objectives and the assessment of the resources required to achieve them. These lessons were helpful when it became necessary to revise the Project after the results of its monitoring and have influenced the approach of the CoE to the conceptualisation and preparation of new Projects.

A number of assumptions made prior to the full implementation have provided lessons for the future and are considered below.

❖ Relevance and quality of design

The relevance of a Project describes how well a Project addresses a genuine problem for the partners and how well it matches the strategic objectives. Although the Project tackled actual concerns in Turkey, the specific objectives and results described in the Project fiche and consequently in the DoA were too ambitious to be achieved within the Project's lifetime.

The two extensions granted to the Project by the EUD, at the request of the MoJ and the DGPDH, proved that achieving the reform of the penitentiary system in Turkey, even disseminating the message to 90 prisons that were within scope of the Project during the original implementation period was more ambitious than realistic but also that the efforts to do so remained valid.

Although the Project began its effective implementation in March 2009, it should be noted that the drafting of the DoA took place long before and following long discussions among the EUD, the DGPDH and the CoE. Aimed at gathering all the interests from the different parties involved in the Project, these discussions also took note of the main interests and concerns at the time of the drafting. During such a long implementation period (43 months), it was shown that the priorities may vary following the volatile situation of the country and that something that was not a priority 4 years ago could become so later on.

Furthermore, negotiations on the first extension and the budget increase took over a year, which negatively influenced the Project implementation rhythm.

Finally, the Project design should focus on capacity building activities rather than dissemination activities, such as the cascade training activities. The very logic behind it is to develop a core capacity at the Beneficiary to design and implement reforms, which was also one of the expected results of the Project. However, implementation of dissemination activities by the Project implementer directly caused misunderstandings as to task allocation among Project partners weakened to a certain extent local ownership and sustainability of this component.

❖ Avoid using Project management jargon without being sure that all parties involved in the Project negotiation have full understanding of what the jargon means

The above mentioned problems related to the Project design could have been avoided to the large extent if this simple rule was followed. The difference in understanding of "cascade training sessions" created different expectations from Project partners which at some point jeopardised the Project implementation.

DoA should provide a more detailed description of activities to be implemented. Not only the scope of the activity but also the methodology to be applied to the activity should also be well defined to avoid future controversy as to how an activity should be implemented...

❖ **A six-month inception period, following which the Project would be in a position to proceed with the implementation of all components**

A kick-off meeting at the very beginning of the Project should be organised with the participation of all stakeholders. The meeting should aim reaching a common understanding among stakeholders on the implementation methodology of the Project, emphasizing the importance of the inception period - during which possible changes to the Project design should be discussed. The stakeholders should also inform the others about their organisational procedures in order to create an empathy between institutions.

After the signature of the Project, the Project team and the engaged LTCs took their duties in a remarkably short time. However, the Project team was forced to prioritise activities relevant to the procurement component without dealing properly with the inception phase – which is extremely important phase in a Project life time. The inception report was to be submitted three months after the start date of the contract and include a detailed work plan, the name of possible experts for the different activities etc.

During the 6 months inception phase a serious fact finding exercise should have been undertaken. Its findings should be reflected in the Inception report and if needed lead to changes in the Project design. This would considerably diminish later surprises such as existence of certain OBPs and their status, the number of NGOs working in the prison sector, the existence and status of NGO strategy etc. Instead the Inception report dealt mainly with assessment of prisons needs in terms of procurement for vocational training and educational facilities, which is not of lesser importance but took the time needed for other elements of the inception phase.

❖ **Timing and budget devoted to the implementation of the Action**

Even from an external perspective, it is difficult to expect that such ambitious plans, such as training of 15 000 prison staff can be enforced, that institutional capacity can be strengthened, that institutional support can be increased and that technical support to national stakeholders can be provided in two and a half years in a country as complex as Turkey. As mentioned, the implementation period of the Project was extended by 13 months in total and the budget was increased by €1,2M with a view to completing the Project implementation, which demonstrated that the original deadline and budget was not realistic.

❖ **Complementarity of consultants**

The Project relied on a pool of outstanding short and long-term consultants from across Europe who took the time to share their views and experiences during the whole implementation period. The success of the Project consisted of combining different skills and different types of know-how in respect of their complementarity (background, professional) which positively influenced the result achieved.

❖ **Avoid engagement of a single LTCs for a Project of such size and complexity**

As mentioned above a series of unfortunate events before the beginning (death of one and last minute cancellation of another planned LTC) of the Project marked significantly its whole duration and the implementation set-up. As the Project was planned to be continuation of the JMPR and the idea was that 2 LTC engaged under JMPR (one training specialist and another prison management specialist) will be engaged under this Project as well. However,

due to circumstances out of the CoE control, it did not happen. It turned out that finding an LTC for a long term engagement that would include permanent presence in the country in question (initially 30 months) is more complex task than one would expect, and for 18 months we had to engage 3 different LCS of different profiles that did not necessarily match exactly the profile needed.

As a result in some other Projects the CoE started engaging so called “leading consultants” instead of LTC. The role of leading consultants is basically the same as the role of LTC but these were engaged for a specific objective or an expected result of a Project and they are not required to stay in the country throughout the duration of the Project, but only for the main activities within the objective or expected result and provide advice on conceptualisation, implementation and STC to be engaged for other activities.

❖ **Stronger support is needed to replicate changes in real life in the Project environment**

The change in the jurisdiction over the provision of health care in prisons from the MoJ to MoH although advisable and welcomed should have introduced a new beneficiary into the Project, the Ministry of Health. However, it turned out that the MoH was not fully ready to take part in the Project, in particular in the training for prison doctors.

Recommendations

- ❖ The Project results should be formulated in a clear, meaningful and measurable way in the DoA in line with the implementation period of the Project.
- ❖ Overambitious objectives and unrealistic outcomes will hamper the Project implementation. At the design stage, the Project proposal drafters should pay more attention to developing the logic of the change they want to achieve through the Project and this is clear to all involved in the Project.
- ❖ Considerable improvement could be seen in many cases when there is scope for Project adaptation to new realities identified through implementation.
- ❖ Reasonable deadlines to achieve the objectives should be given when drafting the Project.

4.11 Please list all materials (and number of copies) produced during the Action on whatever format (please enclose a copy of each item, except if you have already done so in the past).

Name	Copies	Distributed to ...
Booklet on the CoE Recommendations in the Penitentiary Field	20,000	Libraries of Turkish Prisons, NGOs, Press, Prison Staff, Enforcement Judges, Prison Prosecutors, Prison Monitoring Boards
Prison Management Manual	2,000	Libraries of Turkish Prisons, Prison Governors, Prison Prosecutors, NGOs
Manual on Good Prison Management, Leadership and Operational Standards	500	Libraries of Turkish Prisons, Prison Governors
Trainers' Manual on the EPR – V.1	500	Libraries of Turkish Prisons Local Trainers on the EPR
Trainers' Manual on the EPR – V.2	1000	Libraries of Turkish Prisons Local

		Trainers on the EPR
Guidance Manual for Enforcement Judges	1000	Libraries of Turkish Prisons, Enforcement Judges
Guidance Manual for Prison Monitoring Boards	1000	Libraries of Turkish Prisons, Members of Prison Monitoring Boards
Manuals on OBPs	5000	Libraries of Turkish Prisons, Psycho-Social Services Staff
Guidance Manual for Teachers in prison Education	1000	Libraries of Turkish Prisons, Prison Teachers
Manual on health Care Services in Prisons	1000	Libraries of Turkish Prisons, Prison Health Care Staff
Project Introduction Booklet	1000	Libraries of Turkish Prisons, NGOs, Press, Prison Staff, Enforcement Judges, Prison Prosecutors, Prison Monitoring Boards
Booklet on Results of Turkish Penitentiary Reform	1000	Libraries of Turkish Prisons, NGOs, Press, Prison Staff, Enforcement Judges, Prison Prosecutors, Prison Monitoring Boards
A4 Leafles Introducing the Project	2000	Libraries of Turkish Prisons, NGOs, Press, Prison Staff, Enforcement Judges, Prison Prosecutors, Prison Monitoring Boards
A4 Leafles on Results of Turkish Penitentiary Reform	3000	Libraries of Turkish Prisons, NGOs, Press, Prison Staff, Enforcement Judges, Prison Prosecutors, Prison Monitoring Boards

5 BENEFICIARIES/AFFILIATED ENTITIES AND OTHER COOPERATION

5.1 How would you assess the relationship between your organisation and State authorities in the Action countries? How has this relationship affected the Action?

There is a long history of Projects-based cooperation between the CoE and the Turkish Ministry of Justice. At a recent conference held in February 2013, Turkish Minister of Justice stated that the Judicial Reform process in Turkey is the direct result of cooperation with the Council of Europe. This is a clear indicator of the level of excellent relations between the CoE and state authorities.

The implementation of the activities foreseen within the Project was systematically carried out in close cooperation with the main beneficiary, the MoJ and its DGPDH. The DGPDH is the main body in charge of the execution of criminal sanctions in Turkey, as well as selection, appointment and training of prison staff.

One of the objectives of the Project was to increase the capacity of the DGPDH of the MoJ to further design and implement prison reforms and we believe that this objective was fully achieved (ER).

It should be also noted that on several occasions, the activities implemented by the Project served as a tool for consolidating the mutual relationship among national institutions. An example of this is a series of seminars for public prosecutors and commanders of the gendarmerie held in İzmir, Çeşme and in Gaziantep (see pages 65-66). Therefore, apart from

the fact that the seminars gave the opportunity to Turkish counterparts to familiarise themselves with of the EPR and the ECHR, the working methods and findings of the CPT, the working methods of the ECtHR and its case-law, recent developments in the penitentiary field in Turkey and other relevant international mechanisms for protecting those deprived of their liberty, it was also used as an opportunity to strengthen the formal and informal ties between the two important stakeholders of the penitentiary system which have sometimes been responsible for lapses in the quality of the provision of operational services within prisons in Turkey.

5.2 Final Beneficiaries and Target groups

The Project management teams and expert of the CoE had a lot of opportunity to contact directly with the target groups and final Beneficiaries. The relations have been handled in a professional and sincere atmosphere and in a way to keep up progressive spirit and fruitful cooperation.

5.3 Other third parties involved (including other donors, other government agencies or local government units, NGOs, etc.)

NGOs have been represented in the Steering Committee of the Project. A strategy to develop relations with the NGOs was also drafted thanks to close cooperation with the NGOs (see results under ER5).

5.4 Where applicable, outline any links and synergies you have developed with other actions.

The Project was continuation of the reform achieved under the predecessor Project "Judicial Modernisation and Penal Reform in Turkey", implemented between 2004 and 2007. This action disseminated the results achieved under JMPR to 90 prisons throughout the country.

5.5 If your organisation has received previous EU grants in view of strengthening the same target group, in how far has this Action been able to build upon/complement the previous one(s)? (List all previous relevant EU grants).

Please see explanations provided under 3.5.

5.6 How do you evaluate cooperation with the services of the Contracting Authority?

Relation with the Contracting Authority was handled in a professional and cooperative manner and with the aim of increasing effectiveness of Project implementation.

6 VISIBILITY

How is the visibility of the EU contribution being ensured in the Action? The European Commission may wish to publicise the results of Actions. Do you have any objection to this report being published on the EuropeAid website? If so, please state your objections here.

The visibility of the EU contribution has been insured by using the JP logo for all activities, training materials and correspondence. The required disclaimers underlining the financial contribution of the EU into the action has been published in all publications. In all media contacts related to the programme the EU contribution has been underlined. All relevant

information about the Project can be also found on the webpage on JP implemented by the CoE (<http://jp.coe.int/>). In addition, a small description of all the different activities was published at the Council of Europe general web page on a regular basis (http://www.coe.int/t/dghl/cooperation/capacitybuilding/prison_en.asp).

The JP EU-CoE Joint Programme logo changed in 2010 following an agreement between the CoE and the EU. All publications made under the Project included the new Joint Project logo for a clear identification of the donors and the implementing partner and the necessary disclaimer⁹⁸. EU visibility was ensured through the inclusion of the Joint Programme logo on all publications, materials, programmes, letters, and the installation of the European flag in seminar rooms.

Throughout the Project, the CoE and the DGPDH published and disseminated visibility items to enhance the visibility of the Project (2000 Project information booklets of 24 pages, in English and Turkish; 2000 Project information leaflets of A4 size in Turkish; 20000 file holders; 2000 notepads; posters; 5000 pen)

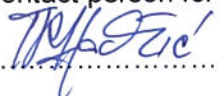
These promotional items were distributed to event participants, to the media, the NGOs and to 90 prisons under the Project.

7 LOCATION OF RECORDS, ACCOUNTING AND SUPPORTING DOCUMENTS

Please indicate in a table the location of records, accounting and supporting documents for each Beneficiary and affiliated entity entitled to incur costs.

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Date report due: 31 March 2013 Date report sent: 2 April 2013