

## **Standard Summary Project Fiche – IPA decentralised National programmes**

### **1. Basic information**

- 1.1 CRIS Number: TR2009/0136.08
- 1.2 Title: Improved Capacity of Civil Enforcement Offices
- 1.3 ELARG Statistical code : 36
- 1.4 Location: Turkey

#### **Implementing arrangements:**

- 1.5 Implementing Agency:

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- 1.6** Beneficiary (including details of SPO):

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## **Financing:**

- 1.7 Overall cost (VAT excluded)<sup>1</sup>: 1.800.000
- 1.8 EU contribution: 1.710.000
- 1.9 Final date for contracting: 2 years after the signature of the financing agreement
- 1.10 Final date for execution of contracts: 2 years after the last day of the contracting deadline
- 1.11 Final date for disbursements: 1 year after the end date for the execution of contracts.



## **2. Overall Objective and Project Purpose**

### 2.1 Overall Objective:

Enhancing the efficiency and the confidence in the judiciary

### 2.2 Project purpose:

Strengthening the institutional capacity of enforcement (execution) offices to ensure effectiveness and efficiency of enforcement service.

### 2.3 Link with AP/NPAA / EP/ SAA

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

### 2.4 Link with MIPD

In MIPD document of 2008 – 2010 for Turkey, relevant paragraph states as follows:

*“**Judiciary:** Comprehensive training for the consistent interpretation of legal provisions related to human rights and fundamental freedoms; **Strengthening the independence, impartiality and efficiency of the judiciary;** Implementation of the Istanbul Protocol throughout the country; Training of judges in judicial cooperation on civil matters; Enhancement of opportunities for effective defence such as access to legal aid and qualified interpretation services; Strengthening of legal and judicial protection of religious freedoms; as well as of minorities and vulnerable groups, in view of addressing all types of discrimination;”*

As mentioned above, improving the efficiency of the enforcement offices will also enhance the efficiency of the judiciary.

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

## 2.5 Link with National Development Plan (where applicable)

5 year National Development no: 9 includes plan of improvement of judicial services (part 5.6.5 paragraph 321).

## 2.6 Link with national/ sectoral investment plans(where applicable)

“*Enhancing Efficiency and Effectiveness in the Judiciary*” is one of the main objectives of the draft Judicial Reform Strategy which is prepared by Ministry of Justice. In conformity with the Strategy, the project also contributes to the efficiency of the judiciary.



### 3. Description of project

#### 3.1 Background and justification:

Turkey, in the course of progress towards accession to the European Union and in response to the obligations of the *acquis* of the EU and its Member States, is pursuing National Programmes for the Adoption of the *acquis*. This inevitably requires substantial efforts by Turkey not only in harmonization of its legislation with the EU *acquis* but also for the functioning of the judiciary and capacity building for the establishment of an effective judicial system in order to properly implement the legislation in place.

Enforcement system is an inseparable part of the judiciary in Turkey. Enforcement of the judgments rendered by the courts is carried out by the enforcement offices. An inefficient enforcement system may result in dysfunction of the court judgments. Therefore, it is inconceivable to disregard the enforcement system in the studies of establishing an efficient judicial system and enhancing the capacity of the judiciary. In addition, it increases the importance of the issue that the enforcement offices can also launch an enforcement proceeding without a court judgment.

The transactions carried out by the enforcement offices are directly related with the fundamental rights and freedoms. The offices have powers such as exercising force on persons and goods, opening the closed areas, entering houses and offices, searching on persons, confiscating goods, auction sale and eviction etc. without a court judgment. These powers deeply affect the right to secrecy of private life, the right to immunity of the house and the right to property. Malfunctioning of widely authorized enforcement offices is therefore an unacceptable situation for the judiciary.

Turkish enforcement system is the most criticized section of the judiciary. The organizational structure envisaged by the Enforcement and Bankruptcy Law adopted in 1932 has proven to be incapable of coping with the permanently and excessively increasing workload, especially during the most recent years. Additionally, certain arrangements and lacks in the Enforcement and Bankruptcy Law had given rise to certain problems at enforcement offices, led to poor and inefficient quality of service and swaying of general public confidence for order of justice and its institutions, all resulting in righteous reactions among the public on this particular area

of concern. In order to find solutions aforementioned shortcomings, Ministry of Justice has prepared an amendment on the Law on Enforcement and Bankruptcy foreseeing following improvements:

- It is envisaged that those enforcement offices within the jurisdiction where no general civil court exist and have rather low workload shall be closed.
- A department of Enforcement and Bankruptcy Affairs shall be established within the body of General Directorate of Staff, Ministry of Justice. New staff of enforcement offices shall be appointed by this department directly. Those staff cannot be employed in another post in order to ensure the specialization in enforcement matters.
- In order to prevent the problems stemming from transfer of money, all payments to be effected to enforcement and bankruptcy offices shall be transferred through a designated bank.
- The procedure concerning distrained goods has been re-formulated and creditor is granted a priority to buy the good in question before the auction.
- Establishment, functioning and supervision of enforcement warehouses are re-formulated.
- Any seized good that remains unsold after closure of a public auction shall be put on display by the enforcement warehouse of it's origination. In this way, the sale of the good is facilitated.
- Since there is a huge gap between the number of staff and the workload of enforcement offices, in addition to the existing ones it is decided to establish 437 new enforcement offices. According to the draft law, number of other needed positions are as follows: 399 enforcement directors, 1879 deputy enforcement directors, 6293 enforcement officers and 1573 servants. There are also additional positions needed for newly established body within the Ministry of Justice.
- Decisions given by Enforcement Offices are subjected to be written on a minute with their reasonings. In this way, it will be possible to convince parties concerned easily and to make it faster and efficient to control, in case there is a complaint against any transaction.
- Draft Law poses the requirement for enforcement and bankruptcy offices to send to the debtor a reminder of its debt with explanations before initiating the enforcement proceedings, should the capital balance of debt falls below four hundred Turkish Liras, for proceedings not relying on a verdict based on such subscription contracts as electricity, water and phone communication services.
- Any seized property of liquid nature would be left at the debtor as the trustee, should their total value falls at or below a four hundred Turkish Liras, with the intension of bringing such property that are of vital requirement to the debtor, the liquidation process costs of which would hardly be covered and thus preventing displacement of such property to warehouses of trust.
- Any seized property or good, which is not in actual possession of the debtor but in possession of a third person who claims title, ownership and other real rights connected thereunto, be left to such person, as the trustee thereof, if so agreed by such third person.

- The Draft aims at shortening the conclusion time for an attachment procedure, reducing relevant costs and preventing accumulations in the workload, by shortening the times for requests for the sale of seized property, whether of liquid or non-liquid asset nature.
- It is of common practice for enforcement offices to sell second hand goods and property. Such goods and property taxed during production and first time sales transactions are exposed to a secondary taxation when placed for sales in an auction, the imposition of which discourages participation, thus competition. With the amendments made in the relevant article, it is foreseen to withdraw and discontinue thereafter this secondary taxation process, in order to attract more participants in the bidding and thereby achieve the sales of property included in an auction.

When we look at the provisions of the amendment we can easily realize that the amendment law will contribute to the efficiency of the enforcement system from the legislation point of view. In addition, the project will benefit the improvements of the amendment law especially in the need assessment phase and try to improve it according to the new necessities. Furthermore, by means of trainings in the framework of the project, new applications of the amendment law will be covered by the staff of enforcement offices before they start to the implementation. In this way, possible mistakes of the staff may be prevented.

When it comes to some figures regarding the workload of the enforcement offices, we can say that it is disastrous. Transferred workload from 2007 to 2008 for the enforcement offices is over 7.5 million cases. This heavy workload adversely affects the collecting performance of the enforcement offices which causes complaints of the people applying for enforcement.

The other shortcoming which is also mentioned in the report of Court Management Project is low-educated level of the staff. Apart from few of the law faculty graduated chief officers, staff of the enforcement offices are not trained on enforcement specifically. Therefore, work performance of those staff remains insufficient until they learn the works done in the office. In this context, it is considered that it will be beneficial to see best practice in the EU countries.

Moreover, in order for the national economy to run effectively and efficiently, first of all, enterprises should be able to operate lucratively, pay up their debts and collect their receivables, in a timely and proper manner. In Turkey, the collection of receivables arising out of or in connection with private law relations is realized with the enforcement of the provisions of Enforcement and Bankruptcy Law. An enforcement and bankruptcy law that is predictable, transparent and that fully respects the sensitive balance between the debtor and the creditor plays a vital role in trade relations' and the financial system's gaining stability by providing an effective solution for these enterprises and entrepreneurs or facilitating their restructuring and thus minimizing constraints driven by non fulfillment of commercial obligations.

With regard to the relevance of the subject matter, it is worth referring to the section, relating to the enforcement offices, of the Second Assessment Report of the Support to the Court Management System Project in the following:

*“The current situation shows an alarming situation, as was confirmed during visits by the CoE expert and consultant to private lawyers and an enforcement office in Ankara. This requires an urgent programme to reorganise the enforcement system drastically”.*

Within the scope of the same project, Second Bi-annual Progress Report states as follows:

*“The enforcement of a court decision forms an integral part of the fundamental human right to a fair trial in accordance with Article 6 of the European Convention on Human Rights and Article 13 of the Convention which prescribes the right to an effective legal remedy.*

*States are under a duty to ensure that all persons in receipt of a final and binding court decision have the right to enforcement. Not to enforce a decision could therefore render this right inoperative and illusory to the detriment of one party. According to Resolution No. 3 of the 24th Conference of European Ministers of Justice on “The implementation of judicial decisions in conformity with European standards”, the “proper, effective and efficient enforcement of court decisions is of capital importance for States in order to create, reinforce and develop a strong and respected judicial system”.*

In the same report, training of the staff of the enforcement offices is stressed as follows:

*“Enforcement agents should be well educated and trained in enforcement practices and procedures. Their training is vital to the overall efficiency and effectiveness of the enforcement service. Enforcement agents who are regularly trained according to well structured aims and objectives provide for a more motivated and dynamic profession. Therefore, it is advisable to establish a specific training centre for enforcement directors and officers within the Ministry of Justice or the Turkish Justice Academy.*

*This recommendation requires a specific Project”.*

As mentioned above, we take into account the reports of the project on Strengthening the Court Management System in Turkey. We make references to this project in order to get conformity between the two projects. However, ongoing project on Court Management is a comprehensive project dealing with number of issues including all relevant matters of civil courts, criminal courts, administrative courts and public prosecutor offices. Enforcement issue is one of the subheadings. Therefore, within that project, limited issues can be touched upon comparing the huge problems existing in enforcement field.

Up till now, five study visits have been paid to some of the courts, selected according to the size and the workload, in different regions of Turkey in order to identify the possible needs. Enforcement offices which are related to those courts have also been visited. Face to face interviews have been carried out with some of the enforcement directors and officers. Having done all the visits, study visits reports have been prepared. However, as those reports focus on generally to the problems of the courts from the management point of view, the specific matters related to enforcement are not dealt with rather intensively.

Furthermore, apart from the study visits, a special working group meeting, lasting 3 days, has been conducted on enforcement in Ankara. The problems identified through study visits have been discussed and a working group report has been prepared. Still, this study has not scrutinized the *alarming* challenges but has pointed out some major problems.

By means of this project which has been prepared by a committee including enforcement judge working at Ankara Courthouse, enforcement officers working at Ankara enforcement Office, representatives of Department for Staff Affairs and DG for EU Affairs, the problems concerning the enforcement offices will be dealt with comprehensively and will be tried to solve as the current problematic situation required. Namely, the staff of the enforcement

offices will be trained and practical applications will be improved and enforcement service will be faster.

Turkish Justice Academy and Ankara Bar Association have also been informed about the preparation of the project and it is worth mentioning that both institutions have made positive reactions to be involved in the project.

Particularly, it is important to mention that it is possible to see the outcomes of the new changes through pilot enforcement offices. At the end of the pilot applications, it will be possible to disseminate the best practices throughout Turkey which will contribute to the judicial system as a whole.

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

The project will assist the Turkish Judiciary to try and adopt new solutions in enforcement services which would lead to more effective judicial services through lower costs and shorter durations. Thanks to the pilot implementations the system will get a chance to test the new changes and observe the positive and negative impacts in smaller spots in comparison to the entire proceedings. So it will be possible to fix the malfunctioning aspects of the new implementation in the pilot phase. This approach would impede to disseminate some ill-founded implementations throughout the country. The results would be more sustainable and satisfactory.

### 3.3 Results and measurable indicators:

3.3. 1. Enforcement offices restructured to enhance the effectiveness. (Activity 3.4.1.1, Activity 3.4.1.2, Activity 3.4.1.3, Activity 3.4.1.4, Activity 3.4.1.5, Activity 3.4.1.6, Activity 3.4.1.7)

Increase by 30 % in the pace of enforcement service as of the first quarter of 2012 in the 5 pilot enforcement offices.

3.3. 2. Capability and competency of the staff of enforcement offices enhanced. (Activity 3.4.2.1, Activity 3.4.2.2, Activity 3.4.2.3, Activity 3.4.2.4, Activity 3.4.2.5, Activity 3.4.2.6)

Decrease by 30 % in the number of legal mistakes made by enforcement officers as of first quarter of 2012 in the 5 pilot enforcement offices

Decrease by 30 % in the number of complaints against enforcement officers as of first quarter of 2012 in the 5 pilot enforcement offices.

### 3.4. Activities:

Twinning: Twinning contract will cover all the activities related with abovementioned results which will cost 1.8 million Euros in total. 90.000 Euros (5%) of this amount will be funded by Ministry of Justice. Detailed information about per activity is given in the following:

## **A- Needs Analysis**

### Activity 3.4.1.1:

Need Analysis will be conducted at 5 pilot enforcement offices. Main problems of the enforcement service in terms of human resources, physical conditions, technological equipment, structure and legislation etc. will be identified by interviews with the staff in enforcement offices, trustee bureaus and auction rooms. Their suggestions to solve those problems will be received too. The group for need analysis will be comprised of enforcement judge, enforcement officer, representative of the relevant department of the Ministry of Justice, representative from high court, representative from Bar Association, academician and representative of relevant civil society institution.

### Activity 3.4.1.2:

In order to identify the basic differences among the private enforcement system and official enforcement system, to find the best parts of these systems and to transfer the best practice to our system, 2 study visits will be made to two European Countries having best practice with the participation of 6 persons for each. Each study visit will last 10 days.

### Activity 3.4.1.3:

Surveys will be conducted in 5 pilot enforcement offices among lawyers and citizens applying enforcement services. The lawyers and the citizens will be requested to fill in the forms, given to them, after finishing their application. In this way, it will be possible to get information about their satisfaction and the performance of the offices in question.

### Activity 3.4.1.4:

Workshops organized for evaluating previous activities. The reports prepared by the groups joining the study visits to the European countries and the pilot enforcement offices will be discussed in these workshops with the participation of those who participate in the visits and the representatives of the relevant department of the Ministry. At the end of the workshops, reports will be prepared.

### Activity 3.4.1.5:

A Committee, comprising of representative of the relevant department of the Ministry, enforcement judge, enforcement officer, representative of Bar Association and academician, will be established to identify issues which require legal amendment. The Committee will prepare a report including solutions of the problems and submit it to the relevant department of the Ministry.

## **B- Action Plan**

### Activity 3.4.1.6:

The same Committee will identify the issues which do not require legal amendment and an action plan will be drafted by the Committee. Action plan includes systematic changes which



can be implemented from the preparation phase until the end of the duration of the project activities.

Activity 3.4.1.7:

Identified systematic changes will be put into practice at the 5 pilot enforcement offices. The required number of staff will be provided for 5 pilot enforcement offices by the Personnel Department of the Ministry in order to cope with the issues stemming from the application of new changes.

### **C- Training**

Activity 3.4.2.1:

Training materials including relevant information about the new applications will be prepared for chief enforcement officers and staff of enforcement offices working at 5 Pilot enforcement Offices.

Activity 3.4.2.2:

In 5 pilot enforcement offices, staff of the enforcement offices will be trained on the findings identified through the Project activities.

Activity 3.4.2.3

Training material will be prepared for chief enforcement officers and deputy chief enforcement officers. The material used for the previous trainings will also be included in this material.

Activity 3.4.2.4:

400 Chief enforcement officers will be trained throughout Turkey. They will be trained on the problems stemming from human relations, relevant legislation, enforcement practice and the relevant case law of the Court of Cassation through seminars.

Activity 3.4.2.5:

Training materials will be prepared for pre-service training of chief enforcement officers. In this material, the practice of enforcement will be generally explained. A brochure and a training programme software will be provided for the problems occurring at practice and possible solutions for them.

Activity 3.4.2.6:

Pre-service training will be conducted for chief enforcement officers in Turkish Justice Academy. This training includes both theoretical training in the Academy and practical aspect in the enforcement offices within a certain period.

### **D – Ethical Principles**

Activity 3.4.3.1:

Specific ethics principles will be described for the staff of enforcement offices. To this end, both international such as Bangalore Principles and the Principles of Budapest and national ethical codes will be taken into consideration.

#### Activity 3.4.3.2

Chief executive officers and enforcement officers will be trained on specific ethics. Ethical principles for enforcement offices described in the previous activity will be one of the subjects of the curricula of the trainings mentioned in the activity 3.4.2.4.

#### 3.5 Conditionality and sequencing:

N/A

#### 3.6 Linked activities

### Judicial Modernization and Penal Reform Project- 2002

The Turkish government started planning and implementing various measures on penal reform and judicial modernization. This program which provides support to enhance these efforts in certain areas seeks to contribute more generally to increasing the capacity of the Ministry of Justice to design and implement broader reform strategies for the future, drawing on good practice in the EU. The programme was finalised in 2007.

### Strengthening the Court Management System in Turkey

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

#### 3.7 Lessons learned

Functional personnel give greater support to the project than hierarchical superiors. The involvement of aforementioned kind of personnel, increase the contribution of the beneficiary.

Full contribution of beneficiary country personnel in the project must be provided, and the workshops and other activities must be held out of the facilities where they are in charge. This would prevent the lack of concentration stemming from the unexpected interruptions of their daily occupations.

Since the project will be run through a twinning contract, the project team shall have a very good cooperative approach. Particularly, the resident twinning advisor and his counterpart should work in close collaboration and mutual understanding. Personal relations definitely matter in terms of the success of the project.



#### 4. Indicative Budget (amounts in EUR)

			SOURCES OF FUNDING										
			TOTAL EXP.RE	TOTAL PUBLIC EXP.RE	IPA COMMUNITY CONTRIBUTION		NATIONAL PUBLIC CONTRIBUTION					PRIVATE CONTRIBUTION	
ACTIVITIES	IB (1)	INV (1)	EUR (a)=(b)+(e)	EUR (b)=(c)+(d)	EUR (c)	% (2)	Total EUR (d)=(x)+(y)+(z)	% (2)	Central EUR (x)	Regional/Local EUR (y)	IFIs EUR (z)	EUR (e)	% (3)
Activity 1													
Twinning Contract	X	–	1.800.000	1.800.000	1.710.000	95%	90.000	5%	90.000	-----	-----	---	–
TOTAL IB			1.800.000	1.800.000	<b>1.710.000</b>		<b>90.000</b>		<b>90.000</b>				
TOTAL INV													
<b>TOTAL PROJECT</b>			<b>1.800.000</b>	<b>1.800.000</b>	<b>1.710.000</b>		<b>90.000</b>		<b>90.000</b>				

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

[Amounts net of VAT](#)

[\(1\) In the Activity row use "X" to identify whether IB or INV](#)

(2) Expressed in % of the **Public** Expenditure (column (b))

(3) Expressed in % of the **Total** Expenditure (column (a))

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

Contracts	Start of Tendering	Signature of contract	Project Completion
Twinning Contract 1.1	2010/1	2010/4	2012/4

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

## 6. Cross cutting issues (where applicable)

### 6.1 Equal Opportunity

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

### 6.2 Environment

N/A

### 6.3 Minorities

According to Constitutional system the word "minorities" encompasses only groups of persons defined and recognized as such on the basis of multilateral and bilateral instruments to which Turkey is a party.

### 6.4 Civil Society

As it is well known, the number of lawyers applying to the enforcement offices for the transactions about the enforcement is much more than the number of citizens. Consequently, lawyers become one of the most relevant parties of the project. For this reason, Ankara Bar Association has been informed about the preparations. Although the project preparation team could not find the opportunity to work on the project fiche together with the representative of the Association, having received information about the content of the project, the representative gave a very positive reaction to the purpose and the activities. It is worth mentioning that the Association would very much like to contribute to the project especially in the implementation phase.

**ANNEX 1: Logical framework matrix in standard format**

LOGFRAME PLANNING MATRIX FOR Project Fiche	Programme name and number : TR2009/0136.08 Improved Capacity of Civil Enforcement Offices	
<b>Improved Capacity of Civil Enforcement Offices</b>	Contracting period expires in 2 years after the signature of FA.	Disbursement period expires 1 year after the end date for the execution of contracts
	Total budget : <b>1.800.000 Euro</b>	IPA budget: <b>1.710.000 Euro</b>

<b>Overall objective</b>	<b>Objectively verifiable indicators</b>	<b>Sources of Verification</b>	
Enhancing the efficiency and the confidence in the judiciary	Positive assessment in Progress Reports on Enforcement System	- Turkey Progress Reports - EU Documents on Judiciary - Evaluation and Expert Mission Reports - EC Representation Monitoring Reports	
<b>Project purpose</b>	<b>Objectively verifiable indicators</b>	<b>Sources of Verification</b>	<b>Assumptions</b>
Strengthening the institutional capacity of enforcement offices to ensure effectiveness and efficiency of	Increase by 30 % in the pace of enforcement service as of the first quarter of 2012.	- Turkey Progress Reports - EU Documents on Judiciary - Evaluation and Expert Mission Reports	Political commitment for legislative amendments

enforcement service		<ul style="list-style-type: none"> <li>- National Judicial Network System (UYAP) data</li> <li>- Project Reports <ul style="list-style-type: none"> <li>- Surveys</li> <li>-</li> </ul> </li> </ul>	
<b>Results</b>	<b>Objectively verifiable indicators</b>	<b>Sources of Verification</b>	<b>Assumptions</b>
1.Enforcement offices restructured to enhance the effectiveness	Increase by 30 % in the pace of enforcement service as of the first quarter of 2012 in the 5 pilot enforcement offices.	<ul style="list-style-type: none"> <li>- Turkey Progress Reports</li> <li>- EU Documents on Judiciary</li> <li>- Evaluation and Expert Mission Reports</li> <li>- Project reports</li> <li>- Monitoring and interim evaluation reports</li> <li>- Quarterly reports from the Steering Committee</li> <li>- Internal Ministry of Justice Reports</li> </ul>	Unwillingness of the staff for



2. Capability and competency of the staff of enforcement offices enhanced.	<p>Decrease by 30 % in the number of legal mistakes made by enforcement officers as of first quarter of 2012 in the 5 pilot enforcement offices.</p> <p>Decrease by 30 % in the number of complaints against enforcement officers as of first quarter of 2012 in the 5 pilot enforcement offices.</p>		
3. Public confidence on enforcement system enhanced.	Increase by 30 % in public confidence in enforcement system by the first quarter of 2012.		
<b>Activities</b>	<b>Means</b>	<b>Costs</b>	<b>Assumptions</b>

<p><b>1.1.</b> Need Analysis conducted at 5 pilot enforcement offices.</p> <p><b>1.2.</b> 2 study visits made to two Member States having best practice with the participation of 10 persons for each. Each study visit will last 10 days.</p> <p><b>1.3</b> Surveys conducted among lawyers and citizens applying enforcement services.</p> <p><b>1.4.</b>Workshops organized for evaluating previous activities and strategic plan drafted for the next phases.</p>	<p>Twinning</p>	<p>350.000 Euro</p>
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<p><b>1.5.</b> A subcommittee established to identify issues which require legal amendment and a legislation draft prepared by this subcommittee.</p> <p><b>1.6.</b> A subcommittee established to identify issues which do not require legal amendment and an action plan drafted by this subcommittee.</p> <p><b>1.7.</b> Identified systematic changes put into practice at the pilot enforcement offices.</p> <p><b>2.1.</b> Training materials prepared for chief enforcement officers</p>	<p>Twinning</p>	<p>1.300.000 Euro</p>
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<p>and staff of enforcement offices.</p> <p><b>2.2.</b> In 5 pilot enforcement offices, staff of enforcement offices trained on the findings identified through the Project activities.</p> <p><b>2.3.</b> Training material will be prepared for chief enforcement officers and deputy chief enforcement officers. The material used for the previous trainings will also be included in this material.</p> <p><b>2.4.</b> 400 Chief enforcement officers trained throughout Turkey</p> <p><b>2.5.</b> Training materials prepared for pre-service</p>		
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<p>training of chief enforcement officers.</p> <p><b>2.6.</b> Pre-service training conducted for chief enforcement officers in Turkish Justice Academy</p> <p><b>3. 1.</b> Specific ethics principles described for the staff of enforcement offices.</p> <p><b>3.2.</b> Chief executive officers and enforcement officers trained on specific ethics.</p>	<p>Twinning</p>	<p>150.000 Euro</p>
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**Pre-conditions**