



Roadmap for Cooperation EASO – Directorate General for Migration Management, Turkey (2019-2021)





EASO EXTERNAL DIMENSION

Roadmap for Cooperation EASO - Directorate General for Migration Management (DGMM), Turkey

Some of the content of this document has been redacted to render it suitable for public dissemination.

A. Acronyms:

AFAD - Disaster and Emergency Management Authority (Ministry of Interior, Turkey); APD – Asylum Procedures Directive; ASAM - Association for Solidarity with Asylum Seekers and Migrants; CEAS – Common European Asylum System; COI – Country of Origin information; CSO – Civil Society Organisation; DGMM – Directorate General of Migration Management (MOI, Turkey); EA – Evidence Assessment (EASO Core module); EASO – European Asylum Support Office; EU – European Union; EUMS – European Union Member States; GAMP – DGMM Migration Contingency Response Plan; IOM – International Organisation for Migration; IP – International Protection; IN – Inclusion (EASO Core module); IT – Interview Techniques (EASO Core module); LAFIP – Law on Foreigners and International Protection; IVP – Interviewing Vulnerable Persons; MoFSP - Ministry of Family and Social Policies; MOI – Ministry of Interior; NGO - Non-Governmental Organization; PDMM – Provincial Directorate of Migration Management (MOI, Turkey); RSD – Refugee Status Determination; SMA – Swedish Migration Agency; SOP – Standard Operating Procedures; THB – Trafficking in Human Beings; TORs - Terms of Reference; TP – Temporary protection; TR – Turkey/Turkish; RSD – Refugee Status Determination; UAMs - Unaccompanied Minors; UNHCR – United Nations High Commissioner for Refugees.

B. Background

The present Roadmap document aims at identifying key objectives and relevant activities for the implementation of the joint cooperation between EASO and DGMM, following the successful implementation of activities under the two previous Roadmaps. The cooperation will be between EASO and DGMM at central level but will also benefit PDMMs and Decision Centres as appropriate. Some activities include the possibility of having a broader scope in terms of stakeholders (such as other Ministries or national institutions as well as national CSOs), and it is agreed that DGMM will take the decision to involve other national stakeholders as appropriate.

EASO is currently co-implementing the IPA II financed Programme (IPA II project).¹ The IPA II project is part of a two-year regional programme (July 2019-June 2021), and EASO activities focus on the asylum and reception related elements and foresees the participation of DGMM in regional activities, where relevant.

C. Planning, Monitoring and Evaluation

This document has been developed using a participatory approach where EASO and DGMM have been working together in the identification and drafting of areas of cooperation. The methodology on needs assessment and roadmap planning and design follows a demand-driven, needs-based and normative

¹ Project title: *Regional Support to Protection-Sensitive Migration Management systems in the Western Balkans and Turkey – PHASE II*



approach. It builds on the results of both earlier Roadmaps implemented during the period September 2017 – June 2019. Following a joint review, the exchange of information and a series of scoping visits (both at technical and at high level) to EASO and DGMM respectively (February to July 2019), it was agreed to identify areas of cooperation with concrete activities included in the present document. Consultative and coordination efforts were undertaken to strengthen the links and synergies with other cooperation initiatives, in particular with UNHCR, ICMPD, IOM, as well as with the EU Delegation in Ankara, European Commission services, EU Member States and EASO Associated Countries. The process was finalised in August 2019 with an official exchange of letters between EASO and DGMM to which the present document is attached in its final, agreed version. This will allow EASO and DGMM to enhance their cooperation and to develop a mutual understanding of needs and interests in the long term. The implementation period will be 24 months from September 2019 until August 2021.

During the implementation phase, EASO and DGMM agree to an open two-way communication to ensure technical level, day-to-day support. Technical advice will be provided in line with the main areas of cooperation identified in the present document and will take into account the normal workload of relevant resources. To allow sufficient flexibility and adaptability to the needs and resources of both sides, this document can be revised, if need arises, upon agreement of EASO and DGMM. In this regard DGMM and EASO intends to put in place a clear Monitoring and Evaluation (M&E) strategy to monitor the progress of the implementation and to be able to take corrective actions when necessary, as well as to evaluate the results achieved, assess performance and propose recommendations for further interventions.

The Monitoring and Evaluation strategy will make use of a number of tools developed in order to collect input from the implementation of the Roadmap and to guarantee feedback loop mechanisms. This will be outlined in a Monitoring Plan and structured in outputs and outcomes focusing on intended results and implementation processes. The evaluation will be inspired by the European Commission's methodological guidelines for evaluations, and ultimately adapted to the context by the evaluators. The Evaluation can be carried out internally between DGMM and EASO evaluators and/or by external evaluators, to be contracted by EASO. From a methodological point of view, the evaluation exercise will aim to assess criteria such relevance, effectiveness, efficiency, impact and sustainability of EASO-DGMM Roadmap cooperation. A mid-term review will be carried out and will generate an Internal Review Report. The main goals of the mid-term review exercise will be:

- To provide recommendations for adjusting activities during the Roadmap lifecycle. These will build on findings and will be structured in an actionable manner, allowing review and, if endorsed, corrective actions or follow up.
- To generate a framework that will support decisions allowing for the continuation/expansion or for the closure of the intervention, after 12 months of activities.

EASO and DGMM management will review the Internal Review Report, which may be shared with the EASO Management Board.

A second evaluation exercise is foreseen following the end of the Roadmap, which will generate a Final Evaluation Report outlining findings and conclusions and producing an overall assessment of the Roadmap cooperation framework, building on the mid-term review and enhancing the preliminary findings. The Final Evaluation Report will be accompanied by an updated Needs Assessment exercise to assess revised needs, in view of possible further cooperation.

A final meeting will take place towards the end of the implementation phase (foreseen in August/September 2021) in order to present the findings of the final evaluation and needs assessment and to discuss the content of the possible extension of the present document, alternatively a new Roadmap document, based on lessons learnt and best practices.



D. Pre-conditions/Assumptions

- Financial and human resources, on both EASO and DGMM side, are available for effective and timely implementation;
- All relevant stakeholders will participate actively in the proposed activities;
- Activities may change as new information is gathered during implementation;
- EASO and DGMM are willing to change/adapt in order to take advantage of the exposure to best practices;
- EASO and DGMM are willing to maintain an open two-way communication at technical level, compatible with the normal workload of relevant human resources.

E. Summary

Based on the outcomes and the reviews of the 2018-2019 Roadmap, EASO and DGMM have identified the following areas within which relevant activities will be implemented: 1. Country of Origin Information (COI); 2. Training system; 3. Decision centres (officially titled International Protection Bureaus and also referred to as processing centres); 4. Information Management and Analysis; 5. Persons with special needs; 6. Contingency planning

Proposed actions and activities

1. COI	
Objective(s)	High quality COI is produced and used in the international protection decision-making process
Responsible Authorities	DGMM – Directorate General of Migration Management (MOI, Turkey); COI Unit
Beneficiaries	<ul style="list-style-type: none"> • Direct: COI Unit, Decision Centres, PDMM (cluster approach at certain cases and topics) • Indirect: Applicants
Description and Assessment of current situation	<div style="background-color: black; height: 15px; width: 100%;"></div>



	<p>(1.2.2) On the job training (EUMS expert deployment) on COI quality control, peer reviewing. Implementation modality to be defined based on internal DGMM rules.</p> <p>(1.2.3) Participation of at least 4 DGMM (COI Working Group) trainers in the EASO COI TtT module.</p>	
Indicative timeframe	<p>Q4 2019: (1.1.1); (1.1.2); (1.1.3); (1.2.4) Q1 2020: (1.2.1); (1.1.4) Q2 2020: (1.2.4) Q3 2020: (1.2.2-1.2.3) Q4 2020: (1.2.1); Q1 2021: (1.2.1) Q2 2021: (1.2.3)</p>	
Indicator	<p><u>Outcome Indicator</u> 1. Evidence of increased standardisation of COI in asylum procedures</p> <p><u>Output Indicators</u> 1.1 # of international guiding principles addressed by the COI report methodology (target: 6 out of 8) 1.1.1 # of workshops to peer review DGMM methodology (target: 1) 1.2 # of COI material produced by COI Working Group following new methodology (e.g. queries, reports, tools) (target: 100) 1.2.1 # of workshops on methodology on COO organised for DGMM/PDMM/Decision Centre staff (target: 3) 1.2.2 # of DGMM COI and PDMM staff participating to the on-the-job training (target: 2) 1.2.3 # of DGMM trainers successfully concluded EASO COI TtT module (target: 4)</p>	
	Source	(Outcome): qualitative assessment report at mid-term and end of project
Synergies	<p>The next phase of the 'Reinforcement of Turkey's National Asylum System' project implemented by UNHCR with support from the European Union, planned for 2020-2021, foresees the secondment of 2 migration experts for DGMM COI Working Group and support with the development of DGMM's COI report methodology. The latter process will take inspiration from EASO COI reporting methodology and will be finalised following a peer-review from EASO. ICMPD planned cooperation foresees the organisation of a panel/conference for academics to facilitate COI reporting. It will raise awareness about DGMM COI Working Group and International protection system and encourage academics to make research on COI related topics. DGMM aims to create a pool of researchers/academics working on COI in Turkey.</p>	

2. Training system

Objective(s)	Training system of DGMM is enhanced to sustainably respond to training needs of staff working in asylum processes.
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Responsible Authorities	DGMM – Directorate General of Migration Management (MOI, Turkey);
Beneficiaries	<ul style="list-style-type: none">• Direct: Training Department/Training Working Group of International Protection Department, National trainers in DGMM and Decision Centres; DGMM and PDMM trainees• Indirect: DGMM and PDMM staff
Description and Assessment of current situation	<p>The Research and Projects Working Group (WG) of the International Protection Department delivers training programmes across departments in close coordination with the Training Department of DGMM. The Working Group determines the needs via correspondence or bilateral meetings and with each Working Groups in respective departments. The WG evaluates the needs, consolidates and optimizes the activities of projects implemented with various partners such as EASO, UNHCR, ICMPD or SMA. The WG also reports the results and surveys of training programmes with Training Department of DGMM.</p> <p>[REDACTED]</p> <p>Under previous roadmaps the following modules have been referenced to the Turkish legal framework, the core modules: Inclusion, Evidence Assessment, Interview Techniques, Interviewing Vulnerable Persons, Trafficking in Human Beings and Country of Origin. To date, at least 190 DGMM and PDMM officials have participated in over 26 EASO training sessions, including train-the-trainer sessions. The established and trained pool of trainers for EASO modules will be further expanded and supported under the present Roadmap in the roll-out of corresponding national trainings.</p>
Pre-condition(s)	<ul style="list-style-type: none">• DGMM identifies and appoints a pool of national trainers (as per agreed criteria) who have followed train-the-trainers sessions in the EASO modules, which were consequently referenced to the Turkish legislation• DGMM will proceed to a timely quality check of the EASO referenced Modules built in the EASO platform, preferably by DGMM officials who have participated to the referencing process or identified trainers.• DGMM identifies training needs of asylum/reception officials based on their daily tasks and duties• DGMM nominates a national contact point to coordinate the implementation of training activities with EASO



<p>Expected results (outputs)</p>	<p>2.1 DGMM enhances the protection component of its training strategy based on a national training needs assessment and elaborates a DGMM specific Training curriculum</p> <p>2.2 Enhance a pool of core national trainers on selected EASO modules (based on agreed criteria).</p> <p>2.3 Design of a national training schedule for the roll out of EASO training modules referenced to Turkish legislation and delivery of the 6 national trainings, based on the EASO modules referenced into TR</p> <p>2.4 Design of specific training programmes for the case officers/experts working in the decision centres and registration to EASO TtT sessions on specific trainings (cross-reference 3.2)</p> <p>2.5 Improved knowledge on psycho-social support mechanisms for DGMM staff (<i>In part also related to activity under result area 5.3</i>)</p>
<p>Description of activities (EASO actions)</p>	<p>Activities under 2.1: DGMM enhances the asylum component of its training strategy based on a national training needs assessment and elaborate a training plan</p> <p>(2.1.1) Invitation of selected DGMM officials responsible for training activities to a workshop at EASO (study visit) on latest EASO training methodology tools and quality governance system and sharing practices.</p> <p>(2.1.2) Draft a concluding report following the study visit in Malta and a field visit in Ankara, with the intention of carrying out a training need assessment and identify the priorities for setting up a training methodology and a governance system.</p> <p>(2.1.3) Organise 1 workshop with DGMM officials and other relevant stakeholders involved in training activities to identify training needs, target audience, training plans and the processes to put in place to address those needs.</p> <p>(2.1.4) Draft a working document (e.g. SOP) for DGMM training activities including the design of Learning paths for specific profiles (e.g. case workers, COI researchers, experts in the Decision Centres) and a training plan in view of the implementation of national trainings</p> <p>Activities under 2.2 A pool of core national trainers on selected EASO modules is established and enhanced (based on agreed criteria),</p> <p>(2.2.1) Establish, together with EASO, the requirements to nominate persons to become trainers in selected EASO modules</p> <p>(2.2.2) DGMM shares with EASO the number of nominated DGMM officials to be trained to become future trainers and the selected EASO modules based on the EASO planning for TtT trainings</p> <p>(2.2.3) DGMM identifies appropriate staff working with Persons with Special Needs (10) that will form a pool of specialised trainers (based on set criteria)</p>



	<p>(2.2.4) Referencing and translation of 2 additional EASO modules (Gender, Gender Identity and Sexual Orientation; and Interviewing Children; Didactic module)</p> <p>(2.2.5) Registration and participation to EASO TtT sessions targeting selected DGMM trainers. <i>See cross references of activities 1.2.4 and 5.2.2</i></p> <p>Activities under 2.3: Design of a national training schedule for the roll out of EASO training modules referenced to Turkish legislation and delivery of the 6 national trainings, based on the EASO modules referenced into TR</p> <p>(2.3.1) Adoption of a programme and schedule for the roll out of EASO training modules referenced to Turkish legislation.</p> <p>(2.3.2) 6 national trainings on the EASO modules referenced to Turkish legislation (Inclusion; Evidence Assessment; Interviewing techniques; IVP; COI; THB;) and (Gender and Interviewing Children for staff working with PSN – <i>activity 5.1.1</i>) are delivered with the support of EASO</p> <p>Activities under 2.4 Design of specific training programmes for the experts in the decision centres and registration to EASO TtT sessions on specific trainings (cross-reference 3.2)</p> <p>see activities defined in 3.2</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>
Indicative timeframe	<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>
Indicator	<p><u>Outcome Indicators</u></p> <p>2. Evidence of an enhanced training system of DGMM that sustainably responds to training needs of staff working in asylum processes.</p> <p>2.1 % of trained staff report increased confidence in the subject of trainings (target: 60%)</p> <p><u>Output Indicators</u></p> <p>2.1a # of gap analyses and, needs assessment workshops (baseline: 0; target: 2);</p> <p>2.1b concluding report on training methodology and governance system is validated (baseline: 0; target: 1)</p> <p>2.1c Training programme and schedule are drafted (Target: 2)</p>



	[REDACTED]
Pre-condition(s)	<ul style="list-style-type: none">• [REDACTED]• DGMM nominates a national contact point to coordinate the implementation of support activities with EASO
Expected results (outputs)	<p>3.1 [REDACTED]</p> <p>3.2 Design specific training programmes based on EASO curriculum and other EASO trainings for the experts in the decision centres (cross-reference 2.4)</p> <p>3.3 Caseworker capacity enhanced (Strengthen the quality of interviews and use of COI). <i>Cross-reference with 1.2.1.</i></p>
Description of activities (EASO actions)	[REDACTED]



	<p>Activities under 3.3 Caseworkers capacity enhanced (Strengthen the quality of interviews and use of COI).</p> <p>(3.3.1) Registration and participation of EASO train-the-trainer to specific training sessions programmes in EASO selected Modules (<i>cross reference 2.3</i>)</p> <p>(3.3.2) EASO support the implementation of specific trainings on selected EASO modules including the selection of trainers</p> <p>(3.3.3) Exchange/development of templates for interviews (interview forms) and assessments (assessment forms)</p> <p>(3.3.4) Workshop on the use of EASO Practical Tool: Personal Interview and EASO Practical Tool: Evidence Assessment, through real cases (either open or closed)</p> <p>(3.3.5) On-the-job coaching through closed cases review (Quality peer review of case decisions through a roundtable to evaluate case-worker decisions and processes)</p> <p>(3.3.6) Workshop on the use of EASO Practical Tool for the use of Country of Origin Information by the case officers (currently being developed)</p>			
Indicative timeframe	<p>Q4 2019: (3.1.1) (3.1.2) (3.1.3) (3.2.1) (3.2.2) (3.3.5)</p> <p>Q1 2020: (3.1.2) (3.1.4) (3.1.5) (3.3.1) (3.3.2) (3.3.3) (3.3.4)</p> <p>Q2 2020: (3.1.4) (3.3.1) (3.3.2) (3.1.6)</p> <p>Q3 2020: (3.3.1) (3.3.2) (3.1.6) (3.3.6)</p> <p>Q4 2020: (3.3.1) (3.3.2) (3.1.6)</p> <p>Q1 2021:</p>			
Indicator	<p><u>Outcome indicator</u> % of Decision Centres staff reporting enhanced capacity and confidence in their daily job (target: 60%)</p> <p><u>Output indicator</u> 3.1 # of case decisions quality reviewed by EASO tool (target: 20) 3.2a # of milestones achieved in the design of a training programme (target: 4. Training priorities; audience, programme, time-line) 3.2b # of decision centres staff trained on selected EASO modules (target: 10) (same as indicator 2.4) 3.3a # of Decision Centres' caseworkers trained on interview techniques (target: 20) 3.3b # of Decision Centres' caseworkers trained on COI Methodology (target: 4)</p> <table border="1" data-bbox="438 1711 1343 1850"> <tr> <td data-bbox="438 1711 592 1850">Source</td> <td data-bbox="592 1711 1343 1850">(Outcome): Sample interviews, post-training questionnaires (Output): qualitative assessment report at mid-term and end of project</td> </tr> </table>		Source	(Outcome): Sample interviews, post-training questionnaires (Output): qualitative assessment report at mid-term and end of project
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Synergies	<p>██</p> <p>██</p> <p>██</p> <p>██</p>			



	[REDACTED]	
Indicative timeframe	<p>Q4 2019: (4.1.1), (4.1.2), (4.1.3), (4.2.1) Q1 2020: (4.1.1), (4.1.4), (4.1.5), (4.1.6), (4.2.2) Q2 2020: (4.1.1), (4.1.2), (4.1.3), (4.2.3) Q3 2020: (4.1.1), (4.1.4), (4.1.5), (4.1.6) Q4 2020: (4.1.1), (4.1.2), (4.1.3), (4.2.4) Q1 2021: (4.1.1), (4.1.4), (4.1.5), (4.1.6)</p>	
Indicator	<p><u>Outcome Indicator</u> Evidence of DGMM decision-making being informed by enhanced data management and exchange.</p> <p><u>Output Indicators:</u> 4.1 # of areas whereby a qualitative information exchange is carried out (target: 3) 4.1.1 # of standard operating procedures developed (target: 1). 4.1.2 Level of EU MS engagement: ratio of requests sent and replies (in %) (target: 70%) 4.1.3 # of pilot topics for information exchange agreed upon (target: 3) 4.1.4 # of feedback rounds organised (target: 3) 4.1.5 # of appropriate format meetings organised (target: 3) 4.2.1 # of pilot information exchange workshop on 2019 data shared with EASO organised (target: 1) 4.2.3a # of joint situation report on the asylum situation in Turkey and its provinces (target: 1) 4.2.3b # of shared dashboards developed on the asylum situation in Turkey and its provinces (target: 1)</p>	
	Source	<p>(Outcome): qualitative assessment report at mid-term and end of project (Output): annual report – baseline: report on current situation</p>

5. Persons with special needs

Objective(s)	5. Knowledge, and expertise of DGMM and PDMM staff working with Persons with Special Needs (PSN) is enhanced, including their cooperation with EUMS+ relevant counterparts.
Responsible Authorities	DGMM – Directorate General of Migration Management (MOI, Turkey);
Beneficiaries	Direct: DGMM, Decision-Centres, PDMM staff that have direct contact with vulnerable applicants.



	Indirect: Persons with Special Needs. Staff from other institutions/authorities working with persons with special needs.
Description and Assessment of current situation	[REDACTED]
Pre-condition(s)	<p>DGMM nominates focal points in respective PDMMs and Decision Centres for PSN (case workers)</p> <p>DGMM identifies and appoints a pool of specialised trainers based on set criteria (<i>cross reference 2.2</i>)</p> <p>DGMM facilitates referencing of IPSN with Turkish legislation (LFIP)</p>
Expected results (outputs)	<p>5.1 Caseworkers improve the case management of persons with special needs, in particular children. [<i>linked with activities under result area 2.3</i>]</p> <p>5.2 A pool of specialised DGMM and PDMM training staff (e.g. social workers and psychologists) is established, trained and supported [<i>linked with activity under results area 2.2</i>]</p> <p>5.3 Exchanges with international experts contributes to deepen the DGMM and PDMM staff on PSN good practices.</p> <p>5.4 System/mechanism providing psycho-social support to staff working with vulnerable groups (tentative towards end of Roadmap) is identified and shared [<i>cross-reference with 2.5.</i>].</p>
Description of activities (EASO actions)	<p>Activities under 5.1 Case workers improve the case management of persons with special needs, in particular children</p> <p>(5.1.1) Development and roll out of national trainings to case workers based on <i>result area 2.3</i> (incl. facilitation skills)</p> <p>(5.1.2) Development of a handbook that references the EASO IPSN tool adapted to the Turkish context. (EASO IPSN tool transcribed into handbook; IPSN CEAS references/terminology adapted to LFIP; IPSN handbook reference to LFIP tested as a learning tool in national trainings);</p>

	<p>Activities under 5.2: A pool of specialised DGMM and PDMM training staff (e.g. social workers and psychologists) is established, trained and supported</p> <p>(5.2.1) DGMM identifies appropriate staff (10) forming the pool of specialised trainers (based on set criteria) [Cross reference with activities 2.2.2-2.2.5]</p> <p>(5.2.2) Series of trainings for (10) specialised trainers on vulnerable persons (interviewing children; interviewing vulnerable persons; gender, gender identity, and sexual orientation; THB); [Cross reference with activities 2.2.2-2.2.5]</p> <p>Activities under 5.3: Exchanges with international experts contributes to deepen the DGMM and PDMM staff on PSN good practices.</p> <p>(5.3.1 & 5.3.2) 2 study/exchange visits of select staff (composed of PDMM, DGMM and Decision Centre staff) on practices in case management of vulnerable persons (1 PDMM and 1 EUMS).</p> <p>Activities under 5.4: System/mechanism providing psycho-social support to staff working with vulnerable groups (tentative towards end of Roadmap) is identified</p> <p>(5.4.1) Survey of EUMS+ existing systems for coaching staff working with vulnerable persons to improve their stress management prevent burn out, time-management, possibly followed by a workshop to exchange on best practices (cross-reference with training activity 2.5.1).</p>		
<p>Indicative timeframe</p>	<p>Q4 2019: (5.1.2); (5.2.1: 2.2.1; 2.2.2); (5.1.1: 2.3)</p> <p>Q1 2020: (5.1.2) (ctd); (5.2.2: 2.2.3; 2.2.4; 2.2.5); (5.1.1: 2.3); (5.2.2: 2.3.2) (5.4.1);</p> <p>Q2 2020: (5.1.2) (ctd.); (5.3.1); (5.1.1: 2.3); (5.2.2: 2.3.2)</p> <p>Q3 2020: (5.3.2); (5.2.2: 2.3.2)</p> <p>Q4 2020: (5.1.1);</p> <p>Q1 2021:</p>		
<p>Indicator</p>	<p><u>Outcome Indicator</u></p> <p>5. Evidence of enhanced knowledge and expertise of DGMM and PDMM staff working with PSN. Baseline: DGMM request based on needs, activity report results.</p> <p><u>Output Indicators</u></p> <p>5.1 a % of trained caseworkers report increased confidence in identifying and referral of PSN (baseline: pre-training survey; target: 60%)</p> <p>5.1 b Handbook that references the EASO ISPN tool adapted to the Turkish context is developed and validated (Target: 1)</p> <p>5.2 # of DGMM and PDMM trainers successfully conclude the training modules on interviewing children; interviewing vulnerable persons; gender, gender identity, and sexual orientation; THB (target: 10)</p> <p>5.3 # of study exchange visits organised on management of PSN (target: 2)</p> <p>5.4 # of PSN management good-practices report produced (target: 1)</p> <table border="1" data-bbox="438 1948 1343 2027"> <tr> <td data-bbox="438 1948 590 2027">Sources</td> <td data-bbox="590 1948 1343 2027">(Outcome) qualitative assessment report at mid-term and end of project</td> </tr> </table>	Sources	(Outcome) qualitative assessment report at mid-term and end of project
Sources	(Outcome) qualitative assessment report at mid-term and end of project		



	<p>[REDACTED]</p>
Indicative timeframe	<p>[REDACTED]</p>
Indicator	<p>[REDACTED]</p>
	<p>Source</p> <p>[REDACTED]</p>