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Technical Assistance for Assessment of Türkiye's Potential on Transition to Circular Economy

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Inception Report

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URBANIZATION AND CLIMATE CHANGE



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LIST OF ABBREVIATIONS

CA	Contracting Authority
EC	European Commission
EEA	European Environment Agency
EU	European Union
EUD Turkey	Delegation of the European to Turkey
GDEM	General Directorate of Environmental Management
IPA	Instruments for Pre-Accession
KoM	Kick-Off Meeting
MoAF	Ministry of Agriculture and Forestry
MoENR	Ministry of Energy and Natural Resources
MoEUCC	Ministry of Environment, Urbanization and Climate Change
MoFA	Ministry of Foreign Affairs
MoIT	Ministry of Industry and Technology
MoT	Ministry of Trade
NAP	National Action Plan
NGO	Non-governmental Organization
OCU	Operation Coordination Unit
O.G	Official Gazette
PSC	Project Steering Committee
RAC	Regional Clean Air Center
REF	Reference Documents
RIA	Regulatory Impact Assessment
RMC	Raw Material to Recycling Project
RP	Rotation Project
SAS	Sector Approximation Strategy
SCP	Sustainable Consumption and Production
SCP/RAC	Sustainable Consumption and Production Regional Activity Center
TA	Technical Assistance

TAP	Technical Assistant Project
TAT	Technical Assistance Team
TCEP	Turkey's Circular Economy Project
TMMOB	The Union of Chambers of Turkish Engineers and Architects
TOBB	The Union of Chambers and Commodity Exchanges of Turkey
ToR	Terms of Reference
TPT-CE	Turkey's Potential on Transition to Circular Economy
TURKSTAT	Turkish Statistical Institute
UNEP	United Nations Environment Programme
WBCSD	World Business Council for Sustainable Development

2. EXECUTIVE SUMMARY

The Inception Report presents findings and conclusions of the Inception phase. It includes the description of the initial findings and progress in collection data, as summarized in Section 2 (Update on Background) and Annex 4 (Situational Analysis and Stakeholder Mapping), together with description of anticipated challenges including the full overview of stakeholders and the more detailed descriptions.

Further, it provides an overview of the planned technical activities and the update of the project methodology, with indication of the specific activities to be carried out, identification of problems that might occur and recommendations for its overcoming (Section 4, Updated Methodology of Activities). Deviations from the ToR are summarized in Section 5, while the Section 6 presents the detailed workplan for project management. Annex 5 Deliverable Acceptance Plan and Comparison table puts forward the detailed workplan of project management and time schedule, with clear milestones.

Section 7 summarizes the Project Implementation.

Section 8 outlines the Transition-Out Plan, including project handover approach.

Section 9 summarizes the Inception Phase Activities, including kick-off meeting, meetings with the MoEUCC and other stakeholders and communication and visibility approaches.

Section 10 outlines on the Implementation Activities, including key aspects of Project Implementation and Management structure, roles and processes, Reporting procedures and the overview of each project Component.

Section 11 and 12 provides an Action Plan for the first Reporting period, including updated Assumptions and Risks.

Section 13 outlines the related project indicators, as reflected in the updated project Logframe (Annex 6). .

Section 14 presents the schedules for deliverables, including the updated workplan for the project.

3. UPDATE ON BACKGROUND

Purpose and Expected Results of the Project

Turkey has experienced rapid economic growth over the past years coupled with environmental challenges.¹ To sustain its growth in the long term, there is a clear need for Turkey to transition from a linear to a circular growth model by creating policies, strategies, a regulatory framework, and an infrastructural and institutional environment as part of the transition process. The transition process has already started with the Zero Waste Project illustrating already significant achievements and progress regarding Turkish ability and potential to move towards a circular economy. Nonetheless, efforts need to continue to consolidate the regulatory framework and national policies and strengthen its implementation for the transformative change to happen. Hence, the objective of this Project, which is the subject of the report is to promote the transition to a circular economy which also contributes to a more efficient resource and waste management across Turkey.

¹ TURKSTAT (2021) Press Release. Available at: <https://data.tuik.gov.tr/Bulten/Index?p=Quarterly-Gross-Domestic-Product-Quarter-IV:-October-December,-2021-45548>

The project will assist to the MoEUCC in decision making on approaches, models, pace, and pathways of reform process, considering the standards, values and targets of the EU Circular Economy Package in the Turkish context. There are three key areas of support that will be sequenced with the four components. Firstly, strategy and action planning, which will be based on in-depth, structured assessment processes to develop a comprehensive National Strategy and Action Plan on waste and resource management. Secondly, strengthening of national capacities for undertaking the transition to CE economy and fostering the MoEUCC's leading, coordination, monitoring roles in the reform process. Finally, fostering the integrated waste management system aims to particularly strengthen the management capacity of national and local authorities in terms of waste management.

The overall objective of the project is *to promote a transition to a circular economy which also contributes to a more efficient resource and waste management across Turkey*. The Purpose of the project is *to strengthen institutional and technical capacities on the transition to a circular economy in Turkey in line with the EU Circular Economy Package*. The objectives and the purpose will be attained through three interconnected Results depicted below:

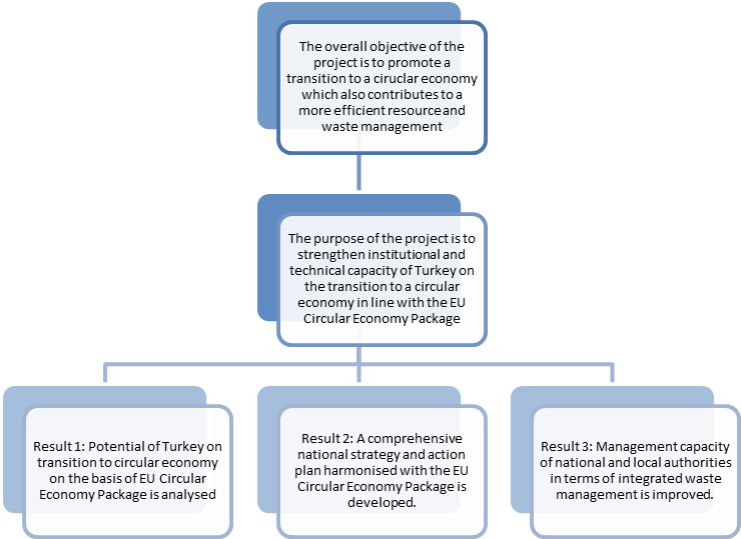
- Result 1: Potential of Turkey on transition to circular economy based on EU Circular Economy Package is analyzed
- Result 2: A comprehensive national strategy and action plan harmonized with the EU Circular Economy Package is developed.
- Result 3: Management capacity of national and local authorities in terms of integrated waste management is improved

4. IMPLEMENTATION ARRANGEMENTS

Overview of Components – Activities

Three Results, as stipulated above, will be achieved through a range of interconnected, and sequenced sets of Technical Activities grouped under three corresponding Components, and one cross-cutting Component focused on communication and awareness raising processes.

Table 1: Overview of Components & Activities



<p>Component 1. Exploration of Potential in Turkey in the context of EU Circular Economy Package</p>	<ul style="list-style-type: none"> ▪ Activity 1.1 A Benchmark Analysis between the EU Circular Economy Package and Corresponding Turkish Context ▪ Activity 1.2. Increasing the Knowledge-base on the EU Circular Economy Package in the Field of Waste and Resource Management <ul style="list-style-type: none"> ○ Activity 1.2.1 Circular Economy Training ○ Activity 1.2.2 Organizing Circular Economy Workshops ○ Activity 1.2.3 Organizing Circular Economy Conference ○ Activity 1.2.4 Performing Study Visits ▪ Activity 1.3. Analysis of a Circular Economy Network
<p>Component 2. Development of National Strategy and Action Plan on Waste and Resource Management Harmonised with the EU Circular Economy Package</p>	<ul style="list-style-type: none"> ▪ Activity 2.1. Elaboration of a National Strategy and Action Plan on Waste and Resource Management <ul style="list-style-type: none"> ○ Activity 2.1.1 Organizing Workshops for Strategy Development ○ Activity 2.1.2 Sectoral Impact Assessment (SIA) ○ Activity 2.1.3 Preparation of National Strategy and Action Plan on Resource and Waste Management in line with the EU Circular Economy Action Plan ▪ Activity 2.2. Assessment of Adaptation to the EU Plastics Strategy and Revised Waste related Directives of the EU Circular Economy Package <ul style="list-style-type: none"> ○ Activity 2.2.1 Assessment of Adaptation to the EU Plastics Strategy <ul style="list-style-type: none"> ○ Additional Service*- Activity 2.2.1.1: The Life-Cycle Assessment of Plastics ○ Activity 2.2.2 Roadmap on Single-use Plastics and Marine Litter ○ Activity 2.2.3 Assessment of Adaptation to the Revised Waste related Directives of the EU Circular Economy Package ▪ Activity 2.3. Development of an Overall Monitoring Mechanism and Indicators <ul style="list-style-type: none"> ○ Additional Service*: Activity 2.3.1: Study Visit ▪ Activity 2.4. Training on Life Cycle Assessment to Support Monitoring in a Circular Economy

<p>Component 3. Assessment of Integrated Waste Management System in the context of EU Circular Economy Package to Foster Waste Prevention and Separate Collection</p>	<ul style="list-style-type: none"> ▪ Activity 3.1. A Detailed Analysis of the Current Management System concerning Recyclable Wastes including Packaging Waste and Non-packaging Recyclables, Waste Electrical and Electronic Equipment, Construction and Demolition Waste etc. <ul style="list-style-type: none"> ○ Activity 3.1.1 Assessment of Management Capacities of National and Local Authorities ○ Activity 3.1.2 Assessment of Integrated Waste Management Infrastructure ○ Activity 3.1.3 Assessment of Economic Instruments used in Integrated Waste Management ▪ Activity 3.2. Capacity Development for the Local Authorities to Have a Well-functioning Collection Mechanism for Recyclable Waste <ul style="list-style-type: none"> ○ Activity 3.2.1 Assessment on Alternative Collection Models ○ Additional Service*: Activity 3.2.1.1: Study Visit ○ Activity 3.2.2 Guideline for Collection System in line with the Circular Economy Concept ○ Activity 3.2.3 Training of Trainers on Integrated Waste Management in line with Circular Economy ○ Additional Service*: Activity 3.2.3.1: Study Visit ○ Activity 3.2.4 Training on Integrated Waste Management in Circular Economy ▪ Activity 3.3. Assessment and Revision of Implementation of Zero Waste Regulation and Related Guiding Documents within the Scope of a Waste Free Society and Circular Economy <ul style="list-style-type: none"> ○ Activity 3.3.1 Workshop on Implementation of Zero Waste Project ○ Activity 3.3.2 Need Assessment on Revision of Zero Waste Regulation, Zero Waste Management Action Plan and Zero Waste Guidelines ○ Activity 3.3.3 Short Videos on Zero Waste Concept in a Circular Economy ▪ Activity 3.4. Pilot Studies to Demonstrate an Eligible Model on Effective Implementation of Sorting at Source and Reusing
<p>Component 4. Publicity Activities</p>	<ul style="list-style-type: none"> ▪ Activity 4.1. Communication Strategy and Action Plan ▪ Activity 4.2. Opening Meeting ▪ Activity 4.3. Project Website and Social Media Accounts ▪ Activity 4.4. Preparation of Project Short Video and Other Visibility Materials ▪ Activity 4.5. Closing Meeting

*Additional Services have been outlined in the Section 4, Deviations from the ToR.

Interaction with other Donors and Projects

There are projects completed, being run, and proposed for the future by MoEUCC in this regard, supported by EU funds, national budget and other sources of funds.

The Hawaman Project was implemented by the German Technical Cooperation (GTZ) between 2007 and 2009 with the overall objective was to improve the management of industrial hazardous waste in Turkey and tackle the significant increase in hazardous waste generation and environmental risks that such waste may cause. The project contributed to capacity building in environmental management, standardized electronic reporting by environmental authorities and industry, and

classification and handling of hazardous waste in Turkey. The project improved dialogue between the competent authorities, industry, and academia and raising awareness on hazardous waste management. More than 40,000 potential hazardous waste generators were identified, registered and contacted.

The National Waste Management and Action Plan (NWMAP) covering the years 2016-2023 was published in 2016 by the MoEUCC. The plan was prepared within the framework of the sustainability principle, taking into account international norms and national priorities. It is the main policy document on minimizing waste at its source, classification, collection, transportation, temporary storage, recovery, disposal, reuse, treatment, conversion into energy and final storage. With the Plan, recovery, pre-treatment, intermediate storage and disposal methods for all waste types for waste management activities planned to be carried out until 2023 were determined regionally. Recycling 35% of municipal waste has been set as the target by 2023. The Plan, which includes information on the capacity, location and duration for the required facility investments, is also a guide for the general investment and operating costs. The public investment need for implementation of the plan is expected to be between €2 billion and €3 billion, depending on the choice of technology.²

Experiences with Dual Sorting and Current Situation on Raising Public Awareness was implemented between November 2018 and March 2019 with the Ministry of Foreign Affairs of Denmark.

The project prepared between the Ministry of Environment and Food of Denmark and our country in the field of waste and resource management has been put into practice as of February 2017.

In this framework, studies were carried out within the scope of the following components, and it was aimed to share knowledge/experiences and implement good practices.

- o Developing a national strategy for raising social awareness on the prevention, separation and recycling of recyclable domestic waste at its source,
- o Developing an effective domestic solid waste management mechanism by researching financial mechanisms that will support the applicability of European Union and national waste policies,
- o Development of the National Sewage Sludge Management and Action Plan,

The main objective of the cooperation was to assist the Governmental agencies of the Republic of Turkey and other relevant stakeholders in developing a well-functioning waste and resource management system. The focus of the collaboration has been scoped to Danish experiences and lessons learned that can be used in Turkish context.

In terms of coordination, the most important complementary ongoing project is the Zero Waste Project (2018-2023) in collaboration with the Ministry of Environment and Urbanisation. The project is part of Turkey's process of harmonization with EU legislation while developing new criteria to end waste. It also aims at promoting a new "waste management philosophy" that involves the usage of resources more efficiency, preventing waste formation, and collecting and recovering waste at the source separately. The project is developing public awareness on the benefits of recycling in Turkey,

² NWMAP (2016) National Waste Management and Action Plan. Available at: <https://cygm.csb.gov.tr/ulusal-atik-yonetimi-ve-eylem-plani-2016-2023-hazirlandi.-haber-221234>

the environmental effects of plastics, and the overall importance of an effective waste management system.

The Zero Waste Project aims to ensure sustainable waste management under sustainable development principles, leaving a clean Turkey and a liveable world to future generations. With the establishment of zero waste management system it is also aimed at reaching the Turkish recycling rate to 35% by 2023. It is a seven-step roadmap developed by MoEUCC, consisting of steps that companies, institutions, and organizations should apply to be included in the Zero Waste movement. As of 2020, Zero Waste Management System was launched in 76,000 buildings. The recovery rate, which was 13% at the beginning of the project, reached 27.2% as of today. Between 2017 to 2020, the project already helped to save 397 million tons of raw material, 315 million kilowatt-hours of energy, 345 million cubic meters of water and 50 million barrels of oil. In the same period, 17 million tons of re-usable waste was collected, 2 billion tons of greenhouse gas emissions were prevented, and 209 million trees were saved by the project. The economic savings attained with these actions are calculated at 17 billion Turkish Liras which corresponds to around 2 billion dollars. In addition, the project aims at providing direct employment for 100,000 people.³

For the better and sustainable protection of the seas and coasts of Turkey from the wastes, the Zero Waste Blue Project was also launched in June 2019 within the same project. So far, 760 leading organizations have pledged to fight pollution of the seas by participating in the Zero Waste Blue project.⁴

With the "Pricing for Plastic Bags" application launched in 2019, a decrease of approximately 65% in the use of plastic bags was achieved in 2019, 2020 and 2021, and with this reduction rate, the formation of 550,000 tons of plastic waste originating from plastic bags was prevented. With this reduction, the import of plastic raw materials necessary for the production of plastic bags in our country has been prevented and approximately 3.8 billion Turkish Liras have been saved, as well as 22.746 tons of greenhouse gas emissions have been prevented. In addition, the level of knowledge and awareness on the subject has been created in our citizens, a serious change in behavior has taken place, and the use of reusable carrying equipment (cloth bags, nets, etc.) has become widespread in the society.⁵

The concept of circular economy has been implemented to contribute to the economy with the zero waste approach developed to reduce the use of raw materials and prevent waste generation. On the other hand, Waste-derived fuel (WDF), Additional Fuel and Raw Material Strategy was published in 2014 in order for waste to be used as raw material and resource. In addition, with the Waste Management Regulation, it is intended to be used the waste as a by-product, provided that it meets the necessary conditions for its use instead of raw materials.

One of the basic principles of the circular economy approach is the inclusion of wastes as raw materials in production processes. In our country, wastes such as mining wastes, foundry sand, sewage sludge and slag are used as alternative raw materials in cement, lime, ceramic, iron-steel plants. In 2021, the amount of waste used as alternative raw materials reached 3.1 million tons and the amount of waste used as additional fuel reached 1.52 million tons. While the amount of waste

³ <https://www.aa.com.tr/tr/turkiye/sifir-atik-projesi-ile-17-milyar-lira-kazanc-saglandi/2164908>

⁴ <https://www.aa.com.tr/tr/yesilhat/iklim-degisikligi/emine-erdogan-himayesinde-yurutulen-sifir-atik-projesi-ni-aaya-degerlendirdi/1814991>

⁵ <https://www.dha.com.tr/yerel-haberler/ankara/sifir-atik-projesine-uluslararasi-odul-2040986>


used as additional fuel in cement factories was 88 thousand tons in 2008, this amount reached 1.48 million tons in 2021. In this way, 650 thousand tons of petroleum coke from abroad was saved and 0.8 million tons of CO2 emission from fossil fuels was prevented.


With the amendment made in the Environmental Law in 2020, the use of waste and recycled materials obtained from wastes has become mandatory. This regulation will contribute to circular economy practices.

*As part of this Contract’ Activities, the assessment and revision of the implementation of zero waste regulation and related guiding documents within the scope of a waste-free society and circular economy will be done under Component 3. A revision will be also performed on **the Zero Waste Management Action Plan, and Zero Waste Guidelines and two workshops will be organised to discuss the achievements and challenges on the implementation of the zero-waste project and regulation.** This Contract will assist MoEUCC in assessment of the progress and understanding of the challenges and identify the need for further improving the Zero-Waste Project. Also, Component 4 of this project will focus on spreading knowledge and awareness on the project by producing **20 short videos** on introducing the zero-waste concept in a circular economy including subjects such as the ban of single-use plastics, collection systems, and waste prevention strategies described in the Zero Waste Regulation and guidelines.*

Other relevant (implemented and active) projects in the Circular Economy area are listed below:

Table 2: Other Relevant (implemented and active) Projects

Name of Project	Description of the project
 <p>Mining Waste Management Project (2007-2013)</p>	<p>The purpose of this project was to strengthen Turkey’s waste management capacity in the field of mining by adopting the relevant EU directive into national law. Another aspect of the project was the preparation of a database of all active, closed, and abandoned mining waste facilities, which were individually assessed to determine whether they posed an environmental risk.</p> <p>The project, of which the main beneficiary is the Ministry of Environment, Urbanization and Climate Change, the Directorate General of Environmental Management and the other beneficiaries are the Ministry of Energy and Natural Resources, General Directorate of Mineral Research and Exploration and the General Directorate of Mining Affairs, covered the whole of Turkey.</p> <p>To this end, the former ministries of Environment and Forestry and Energy and Natural Resources sought the assistance of related agencies in a member state which has experience in this field. Joint teams reviewed the existing institutional, technical and legal framework and produced guidelines on reducing, treating and recovering of all types of mining waste. They also devised an action plan for the prevention of major accidents and lessening their effects.</p>

	<p>In order to train them in implementing the directive, staff from relevant agencies and stakeholder industries visited compliant waste facilities in the EU and attended workshops.</p> <p>Another aspect of the project was the preparation of a database of all active, closed and abandoned mining waste facilities, which were individually assessed to determine whether they posed an environmental risk. For this purpose, special sampling equipment and modelling programmes were procured. In addition, rehabilitation plans were compiled for two sample mining facilities.⁶</p>
 <p>Bursa POPs in Textile (2019-2020)</p>	<p>Under the GEF Small Grants Programme, this project aimed to reduce emissions of unintentionally produced persistent organic pollutants (POPs) in Turkey. It focuses on transforming the textile sector in line with the best practices principles on POPs. Key components of the project were the identification and management of waste from POP chemicals, keeping records of chemical use, concentrations, dates, and other relevant documentation. Another key component was public awareness of the serious misuse of related chemicals in the textile sector, through sharing good practices and through the implementation of legislation linked to POPs chemicals. The province of Bursa, where the textile industry is strong, was chosen as the project implementation region. The project was carried out in partnership with Toplumsal Atılım Kalkınma ve İnovatif Girişim Modelleri Geliştirme Derneği (TAKIM-G) and the Turkish Foundation for Small and Medium Business (TOSYÖV) and was supported by the GEF-SGP within the scope of the Global Environment Facility and the United Nations Development Programme.</p> <p>As a result of online training and promotion activities; 7 informative and promotional films were prepared within the scope of raising awareness of companies operating in the textile sector, employees, consumers, women, youth and disadvantaged groups on Persistent Organic Pollutants (POPs). English subtitled versions of these informative and promotional films were also prepared and submitted to the GEF-SGP Coordinator for publication on international platforms. While preparing promotional films, the subject of POPs has been tried to be presented in an easily understandable and striking way as possible.</p> <p>Within the scope of the project, the document “Management of Persistent Organic Pollutants (POPs) and Other Priority Chemicals in the Textile Industry” was prepared. While this document provides information about the textile industry and production processes in Turkey, it also provides detailed information about POPs and Primary Chemicals used in the textile industry. In addition, it provides guidance on the gradual reduction of POPs from the production sector and provides information on the management of textile waste.</p> <p>POPs training was provided to 400 people. Since viewing on Youtube continues, the number of people reached continues to increase day by day. The films, which are sponsored on Instagram, have an average of</p>

⁶ <https://www.avrupa.info.tr/en/managing-mining-waste-144>

	1700 views per day, and the total number of people reached at the end of the project has exceeded 300,000. ⁷
 <p>From Garbage to Soil project (2020-2021)</p>	<p>The project aimed to create an example of how to promote biowaste and the food's carbon footprint problems in Turkey. İstinye Pinar Mahallesi has been chosen as the pilot area for the project. It is an economically disadvantaged neighborhood and home to different social and cultural groups. Throughout its recent history Pinar Mahallesi has been a place for urban farming mainly growing salad greens and strawberries. The project has two main components: 15 households were selected and women in these households were given the necessary equipment to start turning their waste into the soil; and 4 tons of waste was prevented from going to landfills in a total period of nine months. Soil for Life Society was the grantee of the project.⁸</p> <p style="text-align: center;">•</p>
 <p>Organised Industrial Zones Project for Turkey (2021-2026)</p>	<p>The Project will be implemented by the Ministry of Industry and Technology (MoIT), will support investments in basic infrastructure and green infrastructure such as new roads, water and gas pipelines, power lines, and logistics facilities – as well as in “green” infrastructure - such as improved energy and water efficiency facilities, advanced wastewater treatment plants, energy-efficient buildings, LED street lighting, and renewable energy assets, including solar, wind and biomass. A key component of the project is Supporting the infrastructure and the enabling environment for OIZ sustainability, competitiveness and efficiency (\$290 million). A second component is Technical assistance, capacity building and Project management (\$10 million). The project is aligned with Turkey’s Country Partnership Framework (CPF) for the FY18-23, which focuses on the three strategic areas of growth, inclusion, and sustainability, and is a fixed-spread loan with a final maturity of 10.5 years, including a grace period of 5 years.⁹</p>
 <p>EBRD Green Cities Program (2016-2024)</p>	<p>The Ankara Metropolitan Municipality joined EBRD’s Green Cities Program in December 2020 and expressed a desire to develop a Green City Action Plan (GCAP). The goal of the GCAP is to provide a systematic analysis and strategic approach for cities to articulate their sustainable development objectives in the short and medium term. The GCAP development process is expected to start soon and last for 2 years. €57.1 million loan by the European Bank for Reconstruction and Development (EBRD) extended to the city’s public transport company EGO to replace polluting diesel buses with 254 compressed natural gas (CNG) buses and install a CNG filling station.¹⁰</p> <p>In addition, İzmir joined EBRD’s Green Cities Program in April 2019 and İstanbul joined the EBRD Green Cities Program in May 2021 and became</p>

⁷ <http://www.takim-g.org/koktektstilprojesi/>

⁸ <https://sgp.undp.org/spacial-itemid-projects-landing-page/spacial-itemid-project-search-results/spacial-itemid-project-detailpage.html?view=projectdetail&id=28963>

⁹ <https://www.worldbank.org/en/news/press-release/2021/01/25/turkeys-organized-industrial-zones-to-become-more-efficient-environmentally-sustainable-with-help-from-world-bank>


¹⁰ <https://www.ebrd.com/news/2020/ebrd-lends-ankara-bus-company-571-million-to-renew-bus-fleet-.html>

	<p>the third Turkish city after Izmir and Ankara. Through the adoption of GCAP Izmir aimed at addressing key environmental challenges (such as waste management and air quality) and articulate Izmir’s sustainable development vision for five years. Through EBRD Green Cities, the Bank has also funded a new metro line, which provides safer, more reliable and greener transport for about 500,000 residents in the urban district of Buca.¹¹</p> <p>For Istanbul the adoption of GCAP aimed at identifying investment opportunities in green priority areas (such as urban regeneration, solid waste management, water and wastewater, urban roads and lighting, urban transport, public building energy efficiency, renewable energy, and power infrastructure energy efficiency). The EBRD will provide financial support to the construction of a new 14 km metro line connecting the east and west of the city. Developing Istanbul’s underground public transport is key to reducing car traffic, which is clogging the city’s streets and is the major cause of air pollution.¹²</p>
 <p>Food Waste at Supply and Retail levels and how to Prevent it: Recommendations for Policy, Legal and Regulatory Actions, and Business (2018-2020/2021)</p>	<p>The EBRD launched a new technical cooperation project to develop and recommend policy, legal and regulatory solutions and practices aimed at increasing sustainable use of food resources at the supply and retail segments of the food industry. The focus was given to Lebanon, Poland, Serbia, Turkey, and Uzbekistan.</p> <p>The project consisted of two phases: firstly, the project encompassed an assessment of national policy, legal and regulatory practices proven to reduce food waste at supply and retail levels. Secondly, the project focused on the national legislation and business practices of two selected countries of operation of the EBRD and draw recommendations.</p> <p>The objective of the Food Loss and Waste Guidelines developed for Turkey is to identify and promote policies, regulatory measures and business practices that would have a positive impact on prevention, reduction and management of food loss and waste at supply and retail levels. In addition, the Guideline highlight good sector practices for the integration of the circular economy approach into the relevant stages of the food supply chain. This initiative has been implemented in partnership with FAO.¹³</p>
 <p>Regional: Plastics Packaging Value Chains in a Circular Economy - Barriers and Opportunities to Introduce Principles of Circularity (2018)</p>	<p>The project aimed at undertaking a market study on the current plastic packaging market status and trends in the following countries: Serbia, Poland, Turkey, Uzbekistan, and Lebanon. Key components of the projects were defining the current status of plastic packaging; identifying best practices solutions for reduction, elimination, final treatment, and safe disposal of plastic packaging; and identifying opportunities to reduce, reuse, and recycle plastic across plastic packaging value chains, and identify key barriers to the implementation of such solutions.</p> <p>Main outputs of the project;</p>

¹¹ <https://www.ebrd.com/news/2022/a-more-sustainable-future-for-izmir-.html>

¹² <https://www.ebrd.com/news/2021/istanbul-joins-ebrd-green-cities-urban-sustainability-programme.html>

¹³ <https://www.ebrd.com/documents/legal-reform/turkey-food-waste-sector-guidelines.pdf?blobnocache=true>

	<ul style="list-style-type: none"> • Market and regulatory review, including key retailers and suppliers of goods with plastic packaging (food and beverage, personal care, home care) • Technical solutions review, including a catalogue of selected international best practices, and two detailed case studies per focus country • Recommendations about applicability of the above in the target countries, as “Country Roadmap for retailers and suppliers”. • Incorporate plastic packaging questions into EBRD’s sustainable retail toolkit.¹⁴
 <p>Turkey: End-of-Waste (EoW) Criteria and Streamline Secondary Raw Materials Concept in the Turkish Waste Legislation (2017)</p>	<p>The project aimed at developing a general methodology and guidelines for developing the end-of-waste criteria according to the Turkish context. This was carried out through policy dialogue to support the implementation of the TMM platform (known today as the Turkey Circular Economy Platform). The Project, of which the MoEUCC is the beneficiary, started as of the end of September 2017. Within the scope of the project, firstly, the possibilities for harmonization of the EoW Regulations published by the European Commission, and then the harmonization of other JRC documents were evaluated. As a result of the study, a guide was prepared by the project team as a roadmap for the transfer of the EoW criteria to the national legislation. The first meetings of the project with the relevant sector representatives, the evaluations of Turkey and the EU acquis, and the survey studies for the facilities were carried out.¹⁵</p>

Project Implementation Institutions – Stakeholders

The Ministry of Environment, Urbanization and Climate Change (MoEUCC) has the coordination role and is responsible for the overall technical management and implementation of the project. The Directorate General of Environmental Management (DGoEM) and Provincial Directorates of the MoEUCC are going to be key target groups.

The MoEUCC is the main authority in Turkey regarding the circular economy and waste management. The ultimate mission of the MoEUCC is to protect the natural environment and to constitute sustainable cities and settlements. MoEUCC is responsible for preparing regulations, determining strategies, principles, and standards, and ensuring their implementation to all aspects related to the environment. In this respect, regulations, and laws regarding circular economy and waste management lie under the responsibility of the Ministry.

Within the scope of the present project, the following departments and directorates of the MoEUCC will have a specific relevance:

- MoEUCC Directorate General of Environmental Management (DGoEM)
 - Department of Zero Waste and Waste Treatment
 - ✓ Circular Economy Policies Branch Office
 - ✓ Zero Waste and Packaging Waste Management Branch Office

¹⁴

<https://www.ebrd.com/sites/Satellite?c=Content&cid=1395277523778&d=Touch&pagename=EBRD%2FContent%2FContentLayout&rendermode=live%3Fsrch-pg>

¹⁵ MoEUCC (2018), 2018 Corporate Financial Status and Expectations Report. Available at <https://webdosya.csb.gov.tr/db/strateji/icerikler/2018-kmd-web-20180731103811.pdf>

- ✓ Zero Waste Inventory and Training Branch Office
- ✓ Industrial Waste Disposal Branch Office
- ✓ Domestic Waste Project Branch Office
- ✓ Medical and Special Wastes Branch Office
- Air Management Department
- Water and Soil Management Department
- Marine and Coastal Management Department
- Chemicals Management Department
- MoEUCC Directorate General of EU and Foreign Relations, Department of EU Investments
- MoEUCC Directorate General of Geographic Information System
- Presidency of Climate Change
- Turkish Environment Agency (TÜÇA)

This project will be coordinated and carried out by this the Zero Waste and Waste Treatment Department of DGoEM and Water and Soil Management Department, whose active participation will be essential in all project activities.

According to the ToR and developed stakeholders map in the Technical Offer, there are other key stakeholders whose participation have paramount importance for the sustainability of project achievements. Especially, National Zero Waste Strategy, which aims efficient use of natural resources, prevention of waste, reduction of landfilling, increased recycling, and reuse, is spearheaded by the Turkish Presidency. Thus the related offices of the Presidency will be one of the key stakeholders throughout the project. The list below presents the other key project stakeholders.

- Turkish Presidency
 - Strategy and Budget Office
 - Investment Office
- Ministry of Industry and Technology (MoIT)
- Ministry of Agriculture and Forestry (MoAF)
- Ministry of Energy and Natural Resources (MoENR)
- Ministry of Trade (MoT)
- Ministry of Foreign Affairs, Directorate for EU Affairs (MoFA)
- Ministry of Treasury and Finance (MoTF)
- Turkish Statistical Institution (TURKSTAT)
- Regional Development Agencies
- Local Governments/Municipalities
- Union of Municipalities of Turkey
- Small and Medium Business Development and Support Administration (KOSGEB)
- The Union of Chambers and Commodity Exchanges of Turkey (TOBB)
- Business Representative Associations (such as, TÜSİAD, İSO, Exporters Union, ASD)

- Producer Responsibility Organizations (Compliance Schemes under Extended Producer Responsibility Approach)
- Organized Industrial Zones and Organized Industrial Zones Supreme Council (OSBÜK)
- Waste and Recycling Sector NGOs (such as GEKADER, GEKSANDER, TAYÇED, TÜDAM ve İGEDDER)
- Civil Society Organizations (such as PAGEV, SEPA, TİDER, TGDF, TAMPF, TEYFED, B4G, BCSD, REC, TEMA, TURMEPA, WWF)
- Delegation of the European Union to Turkey (EUD)
- International Finance/Donor Institutions (such as EBRD, EIB, GTZ, KfW, WB)
- International Organisations (such as UNDP, UNIDO, FAO, SCP/RAC, ISWA)
- Related European Agencies and Organizations (such as EEAS, EISMA, CINEA, Eurostat, Eurochambres)
- Universities and Research Institutes
- Local Media

The full overview of stakeholders is provided in the Annex 4 (Situational Analysis and Stakeholder Mapping) of this Report, including the more detailed description of the project stakeholders, along with outline of their respective competencies necessary for the present intervention.

Project Management

Our project management methodology is composed of distinct, but inter-connected project management activities: stakeholder and risk management; financial management; HR management; reporting and contractual management; communications and visibility; and monitoring and evaluation. Together, these elements provide a robust framework for planning and implementing the project efficiently and effectively.

During the Project, we will carry out the following project management activities:

PM 1: Stakeholder and risk management- Stakeholder management will be conducted on a continuous basis throughout the project. The Team leader will make sure that there is a constant flow of information to and from Stakeholders and Target Groups. The engagement of stakeholders will be continually analysed, and corrective measures will be taken to improve engagement if required.

During project planning, all team members will review activities to identify plausible risks that could impact the Project and develop strategies and plans to mitigate risks. The Project Manager and the Team Leader will use risk management tools to manage any event that may threaten project objectives. During the implementation of the Project, the Project Manager and the Team Leader will regularly follow up on the evolution of these risks and others as they emerge. The Technical Assistance Team (TAT) will regularly report to the Project Steering Committee (PSC) on the status of the risk-related activities at the PSC meetings.

PM2: Preparation of Terms of Reference for NKEs- In line with the ToR, the project does not include Key Experts. Working organization is based on the Organisation Chart with the Team Leader on the top and a number of the NKEs assigned either as Component leaders, technical Senior NKEs, and/or Junior NKEs technical experts. A detailed planning of work will be accompanied by precise

specification of expertise needed for the delivery of the work. Considering that the project Components are sequenced, the planning of the engagement of the technical expertise is performed for the first planning period (6 months) and with anticipation of the need for the long-term expertise.

The recruitment, management, and monitoring process for the experts will include the preparation of the ToR by the Team Leader (TL) together with other Senior Non-Key experts (SKEs). The Project Director will submit the Approval Request Form based on the ToR for NKEs, together with Expert's CV and all necessary documentation to the MoEUCC for approval. Once approved, the TL will send a request for the mobilisation to our backstopping team, and the respective experts will be included in the project immediately. (Please see Annex 1: Administrative Orders, templates submitted within AO No 2)

PM 3: Project Progress Reporting and re-planning- The ToR diversifies on two types of reports: (1) the administrative and contractual reports required by the CA, which together cover the whole project cycle (the Inception Report, Quarterly Progress Reports, 6-month Interim Reports, Draft Final Report, Final Report, and the corresponding invoice); and (2) Technical and Activity Based Reports, as the project implementation flow will be organized based on the submission and approval of Technical Outputs and Reports.

Progress Reports will be submitted on a quarterly basis, while Interim Reports will be submitted every 6-month following the project commencement date. Further, Technical Reports will be submitted in reporting periods indicated in Annex 5 Deliverable Acceptance Plan and Comparison Table

PM 4: Organisation and follow-up of OCU and PSC meetings- The TAT will prepare brief reports (5-pages) regarding the progress during each quarterly period and activities to be done for the next quarter for each PSC meeting in Turkish and disseminate it to the participants in PSC meetings. All documents shall be submitted to the OCU 10 days before the meetings and agreed before dissemination. The responsibility for the organisation of the PSC meetings- agenda-setting, sending out invites, ensuring all documentation is available to participants in advance, minute-taking, and reporting on meeting outcomes- lies with the TAT.

An Operation Coordination Unit (OCU) will be established specifically to carry out the day-to-day management and coordination of project activities. The End Recipient, Contracting Authority (CA) and Technical Assistance Team (TAT) will also be included in the OCU. OCU will work in collaboration with stakeholders. The OCU meeting will hold regularly at least once a month during the implementation period according to the needs of the project. Representatives of the USA and the Ministry of Foreign Affairs/EU Presidency will be invited to OCU meetings as observers.

The contractor will prepare annual reports and quarterly progress reports after the conclusion of each activity and will be sent to OCU members about the progress of the project. Project Administrative Basis

Two administrative order has been issued during the inception period Please see in Annex 1:

Administrative order 1; dated 1 February 2022: confirms the official commencement date of the project as 7th February 2022 and mentions that all written correspondence shall be delivered to the below address in the name of Project Manager.

Project Manager of the Contract:

Mr.Dr. İsmail Raci BAYER Director of EU Investments

Department of European Union and Financial Assistance, General Directorate of European and Foreign Relations

Ministry of Environment and Urbanization, Ground Floor, Mustafa Kemal Mah.Eskişehir Devlet Yolu 9.km No:278

iraci.bayer@csb.gov.tr

In the administrative order No 2, dated February 3, 2022, the draft documents to be used during the implementation of the project as well as the necessary information and procedure were shared.

5. UPDATED METHODOLOGY OF ACTIVITIES

During the inception report, we have proposed timing changes and timing changes which are explained below. We will include in line with what was agreed during the meeting with Beneficiary;

Inclusion of the Circular Economy (Econo)Metrics in the statistical approaches for the analysis and benchmarking process, as well as in the monitoring approaches which will be designed for the monitoring of the implementation of national CE Strategy and Action Plan. Circular Economy (Econo)Metrics will be horizontally integrated in the methodology and approach to relevant project Activities.

6. PROPOSED DEVIATIONS FROM TOR / TECHNICAL OFFER

The proposed deviations from the ToR concern the proposal for additional services under this project, as well as proposal for optimization of the timing of deliverables, the timing of which has been prioritized for the first months of the project implementation by the ToR.

Additional Activities included in the Technical Proposal:

Our Technical Proposal includes three additional study visits, in addition to the one that has already been indicated in the ToR under Activity 1.2, notably:

- Activity 2.3.1 Additional services - Study Visit
- Activity 3.2.1.1 Additional services - Study Visit
- Activity 3.2.3.1 Additional services - Study Visit

Embedded in the Component 2 and 3 activities, these study visits will focus on firstly, the economic instruments & alternative collection models; secondly contributing to the finalization of guidelines and finally, on the IWM processes, complementing the ToT programme which will be delivered for the larger group of trainers.

In addition to the thematic study visits, possibilities for the organisation of internships [11] in relevant EU Member State institutions will be explored. If assessed as relevant and applicable, these short to mid-term internships can be organised on specific topics in the Catalan Waste Agency, or host institutions could be mapped in the partners' institutional network. The internship programme would enable selected civil servants from the MoEUCC , End-Recepint to work together hand in

hand with their colleagues in EU Member State public administration and gain direct knowledge and experience. The duration of the programme- from three weeks to two months, for example, would mainly depend on the availability (and workload) of the MoEUCC staff, and generally- level of interest to take part in such a programme. The design of the internship programme , scope , duration and selection of EU MS Public Administration will be decided in cooperation with the End-Recipient .

Additional Activities agreed in Inception Phase:

In line with conclusions of the kick-off meeting, and the request of End Recipient to further align the scope of the project’s support with the most recent trends in EU CE policies, two additional actions have been proposed:

- The Life-Cycle Assessment of Plastics has been proposed as an additional Activity. We propose accommodation of this Activity under Component 2 (new Activity 2.2.1.1, embedded in the process of Assessment to the Adaptation to EU Plastics Strategy). The scope of the assessment process, specification of Output(s) and related approaches will be agreed in line with the subsequent discussions with End Recipient.

Proposed changes of the timing of Deliverables/Outputs:

Following initial analysis during Inception Phase, including timing of deliverables foreseen in the ToR, we propose following changes of the timing of Technical Activities:

Table 3: Changes of the Timing of Technical Activities

Activity	ToR requirement	Initial ToA	Proposed change of timing (comparing to initial ToA)
A.4.2- Organization of Opening Event	Opening meeting will be held in the 2nd month of the project.	From Month 1 to Month 2	From Month 2 to Month 4. We propose to have “Activity 4.2. Organization of Opening Event” in the end of May.
A.4.4. Preparation of Project Short Video and Other	Project video and other visibility materials will be developed	From Month 1 to Month 2	(A time change to be discussed) Project video and other

Visibility Materials	before the opening event.		visibility materials will be developed before the opening event.
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The proposed changes reflect on the estimated time to secure the highest quality of the events, as well as the desired level of impact, including involvement of high-level officials (Opening Event) and design and organization of the initial training. Along with the request of the End Beneficiary and the consensus of the other consortium partners the dates to be changed in order for the project to progress more effectively and efficiently. In cooperation with the Beneficiary, the detailed justification for the postponement of the activities to be provided in the Administrative Order Requests for the changes to be officially effective.

7. INCEPTION PHASE ACTIVITIES

Meetings

During the Inception period, several meetings were organized between Contractor, Beneficiary and Contracting Authority.

- Introductory Meeting with the Beneficiary was held on 07.02.2022, within the MEUCC premises. On the Contractor side, Project Director Dr. Rade Glomazic, proposed Team Leader Mr. Mihail Dimovski, DAI Project Manager Zeynep Tonga, IPCEU representative Oğuz Avşar participated; on the Beneficiary side, the meeting was hosted by Ms. Sadiye Bilgiç Karabulut, Head of Zero Waste and Waste Treatment Department, and branch managers and representatives participated. The Contractor and the Beneficiary representative also visited Mr. Eyyüp Karahan, General Manager of Environmental Management, and Mr. Recep Akdeniz, Deputy General Manager of Environmental Management. Annex 1 has all the overview.
- The Short Name Alternatives -1 Meeting was held on 14th of February 2022. The short name alternatives were presented by Kardelen Yağcı and Özgür Yılmazkol separately and the logic behind each alternative was explained. See Annex 1 for details.
- 2nd Meeting on Communication was held on 16.02.2022.
- Kick-off Meeting was held on 17th of February 2022. The meeting was organized in a hybrid method in the premises of the Ministry of Environment, Urbanization and Climate Change.
- 3rd Meeting on Communication was held on 18.02.2022
- Meeting with MoEUCC regarding the Situational Analysis and Stakeholder Mapping was held on 28th of February 2022. For more details please Annex 2: Meeting Minutes.

Visibility and Communication Activities

The Visibility and Communication Activities are detailed in the Annex 7: Visibility and Communication Plan.

Project Office Set Up

The project office of the consortium has been set up and is located in Ankara. The address of the office is Mustafa Kemal Mahallesi, 2138 Sokak No 5/3, 06520, Çankaya, Ankara. Two project assistants, one language assistant who is graduated from Department of English translation and Interpreting; and one assistant project coordinator have been recruited based in the project office. Another project office was also set up within the Ministry premises and a permanent project staff is present to maintain continuous interaction with the end beneficiary.

8. IMPLEMENTATION ACTIVITIES

Key Aspects of Project Implementation

To achieve the three project's results, we have identified five key project issues, as challenges and opportunities this project will address, as listed below:

- **Key Project Issue 1:** A need to create and develop a circular culture, at an economic, social and political level, acknowledging that: *The circular economy aims to comprehensively review the concept of resource management, going beyond the concept of resource efficiency, which stops at analysing the individual company or production cycle. The circular economy, in fact, aims to redesign value chains.*
- **Key Project Issue 2:** A challenge of building of capacities and consensus among the key CE stakeholders, so that they create a self-sustaining/self-growing mechanism, acknowledging that: *It is necessary to create a "circular" ruling class, both in the public and in the private sector. Turkey is a country with great capabilities from many points of view, but what the circular economy imposes is not so much studying laws and learning regulations, but encouraging the birth of a new model of participation and development. The project comprises a strong capacity building component, which will be addressed through specific training, workshops and events.*
- **Key Project Issue 3:** The need for careful consideration of a role of informal sector, acknowledging that: *the role of informal waste collection needs to be taken seriously in design of the national Circular Economy approach, and particularly- in the context of establishment of an efficient integrated resource waste management system.*
- **Key Project Issue 4:** Extended producer responsibility (EPR) must be designed so that all the components are adequate to the capacity and characteristics of the country, acknowledging that: *an EPR scheme must take into deep consideration the country's starting point. It is not just a matter of copying and pasting a directive, regulation or guideline, but it involves carefully assessing and evaluating skills, competencies, infrastructure and technologies available. To overcome this problem we have designed Component 3 with the utmost attention.*
- **Key Project Issue 5:** **The need to address the resistance to change on plastic, acknowledging that** a participative approach is fundamental from day 1 of the project. In opposite to a top-down/bottom-up approach, since it doesn't mean "listen" to each of the stakeholders, but actually have them part of the decision-making process. The perfect knowledge of the sector as well as the innovations that can be introduced to favour greater efficiency, of the country's capacities and of international legislation will make it possible to develop a realistic plan, capable of producing concrete results in the short term.

Our implementation approach has been based on the in-depth involvement of our Consortium in the Circular Economy processes in the EU and globally, as well as on the close collaboration with key stakeholders in this area in Turkey. The methodology has been designed in a way that

enables the consideration of the “transition” process from all angles- from the policymaking to business engagement and mobilisation of stakeholders in support of the transformative policy, such as the circular economy. Our Consortium technical expertise covers all necessary aspects for the execution of the project tasks and production of outputs and allows us to go beyond it, by leveraging this joint capacity, by implementation of following **principles**:

- **Leveraging the technical capacity of the Consortium to open the window for a continuous exchange with EU counterparts-** In all project activities, great attention is given to the transfer of the best EU practices, lessons learnt and direct insights into the (effects) of systems, approaches, models and measures addressed by the EU countries, or at the EU level, as part of the implementation of CE Package.
- **Exploiting the networking capacity of the Consortium, to create opportunities for the Turkish Administration and stakeholders-** This is valid for the creation of opportunities for the Administration, as well as for the business community. We acknowledge the relevance and importance of expansion of networking potential for all stakeholders, and the capacity of our Consortium and expert pool to liaise and enable such possibilities. The sustainability principle, in this context, has a concrete and measurable effect: the connections should remain active beyond the project, and the Turkish Administration should be enabled to reach out to the key counterparts in the EU.
- **Accelerating Collaboration for Circular Economy: Learning from the Successful Dutch Model-** Consortium Members, HCH and HGB will be crucial to incorporate the Dutch model of a circular economy as one of the best, and most successful approaches in Europe. As indicated above, we are able and committed to bringing the most relevant actors and processes to Turkey, as part of the development process. It is not only aimed at the design of approaches, strategy and actions but also at opening a window for cooperation, exchanges and follow-ups during, and after the project closure. In that sense, we see this project as an opportunity to continue and foster the initiated collaboration, building upon what has already started, towards the establishment of the excellent cooperation platform.
- **Leverage, and support the existing national processes, networks and platforms-** The key challenge of such a project is the involvement of different actors, with different interests and gaps throughout different layers of the project. All actors, from manufacturing companies to ministries, are going to be affected by the transition to a circular economy. Therefore, capacity building activities need to consider the different layers and the interconnectivity between all relevant actors in Turkey. This is because the transition to a circular economy requires important restructuring of the Turkish economy, including a restructuring of sectors to integrate new models, new thinking and new approaches. Full involvement of stakeholders and target groups will be ensured throughout the project by developing and organising a range of appropriate training and learning systems and will carefully consider local culture, value systems and respect will be paid to socio-cultural and political issues.

Overview of Each Component

Component 1- Exploration of potential in Turkey in the context of EU Circular Economy Package

This Component will address the benchmarking process, including identification and calculation of benefit of transition to circular economy model as a key indicator of achievement of expected project result. To best assess Turkey's potential, Component 1 Activities will focus on the benchmark analysis between Turkey and the EU Circular Economy Package identifying environmental, economic, and social benefits and challenges of Turkey's transition, and on

complementary process of analysis of Circular Economy Network. This will also help to specific targets for the next years and further improve the policies regarding resource management which will also lead to less waste generation.

Through the set of activities that will be carried out in Component 1, in fact, the Turkish stakeholders will acquire a deep knowledge and understanding of how the circular economy model has been conceived, implemented, introduced and disseminated in Europe over the years and of children, household and public & private best practices. The subsequent comparison with the internal situation of the country will make it possible to determine gaps and needs with respect to Europe and at the same time to identify the Turkish best practices.

The first Output produced, the Initial Assessment Report (*Activity 1.1*), based only on desktop research, will be used as a starting point to transfer the circular economy principles, models and legislation to Turkish stakeholders, and to compare with the Turkish context (policies, legislation, other studies and reports).. Moreover, it will serve as a tool to show the country's strengths & weaknesses with related opportunities & threats, as well as the environmental, economic and social benefits of the circular economy. In continuation of this process, under same *Activity 1.1*, the market survey and interviews with stakeholders will provide further direct feedback on the country's perception of this new economic model, useful for building all future actions.

The Benchmark Analysis, under Act. 1.1, provides a baseline and the framework for the subsequent CE strategy and action planning under Component 2. Equally important, it provides a baseline for the design of an effective and efficient consultation and stakeholders involvement process, dissemination process and capacity building & awareness-raising activities, which will largely be supported through the subsequent Component 1 activities.

Activity 1.2 aims to **systematically support the capacity building process and strengthen administrative capacities, raise awareness and boost the participatory approach during the benchmarking process**, and- subsequently- policy-making and action planning process. **Ultimately, it creates a basis for the strategy preparation process and subsequent implementation.**

Activity 1.3. aims to analyse **how a circular economy network which would facilitate the implementation and tracking of material exchanges between industries**, including wastes, by-products, alternative raw materials and end of waste materials could be created. **Industrial symbiosis** can be regarded as a general terminology for these types of exchanges; it is defined as "*the use by one company or sector of underutilised resources broadly defined (including waste, by-products, residues, energy, water, logistics, capacity, expertise, equipment and materials) from another, with the result of keeping resources in productive use for longer.*"¹⁶

Assessment of potential of Turkey on transition to CE will be performed in the first 9 months of the project, providing a basis for the subsequent work on design of national CE policies and review of regulatory framework. Thus, the analyses and surveys will be suited for

- Shaping of national approach and the development of a comprehensive national strategy and action plan harmonized with the EU Circular Economy Package,
- Decision on the approaches and transition pathways in Turkey, and

¹⁶ European Committee for Standardisation, CEN Workshop Agreement 17354 (2018)

- Scope and dynamics of actions, measures and- overall reform.

It will provide a baseline impact the shaping of the subsequent steps of the policy development, action planning, analyses of needed legal/regulatory actions for implementation of CE Package.

Full details are in Annex 5 Deliverable Acceptance Plan and Comparison Table.

Component 2- Development of National Strategy and Action Plan on waste and resource management harmonised with the EU Circular Economy Package

Consolidation of analytical activities performed as part of the Component 1 will take place through the drafting of a National Strategy and Action Plan on waste and resource management, and development through the assessment of more specific and technical aspects of the legislation and management models of the circular economy.

Component 2 will focus on design and development of a comprehensive national strategy and action plan for Turkey (comprising, a National Strategy, Action Plan and Roadmap on resource and Waste Management in line with EU CEP; a Roadmap on Single Use Plastics and Marine Litter in line with EU Plastics Strategy and SUP Directive; overall monitoring methodology with indicators of transition to CE; recommendations on revision of waste legislation in line with revised waste related Directives of the EU in CE transitional period as indicators of result).

Activity 2.1 will focus on the Strategy development, consultations and SIA, concluding with preparation of the National Strategy and Action Plan on resource and waste management in line with Circular Economy and Action Plan and in line with the EU CE Action Plan.

The interdependence between the Components is shown by the fact that final activities of the first coincide with the start of the activities of the second and that the outputs of some of them can be used as a baseline for the completion of others, in particular the workshops for strategy development (Activity 2.1.1), and the sectoral impact assessment (Activity 2.1.2).

Overall, the conclusions of analytical and planning phase will represent a starting point in the assessment process of the various components necessary to facilitate the transition to the circular economy, to be performed as part of Activity 2.2.

In consideration of the importance of the plastics industry in the European economy, and in particular the Turkish one, an in-depth assessment of the EU strategy for plastics in a circular economy will be conducted, followed by a comparison with the current Turkish situation. As detailed in the description of the approaches to specific Activities, the individual aspects of the strategy will be deepened and compared, in particular the directive on "Single-Use Plastic" and other regulations tackling plastic pollution. An additional Activity has been proposed during Inception Phase- notably- the Life-Cycle Assessment of Plastics, as a response to the developments occurred at the EU level since the development of the ToR. This Activity has been included in project's workplan, as an Activity 2.2.1.1.

The scope of Activity 2.3 is to develop a monitoring system able to both determine, also by using specific indicators, the state-of-play of the Turkish transition towards a circular economy and to be used as a forecasting tool. A system that will be developed using international standards in order to be used for comparing Turkish performances with other countries or other sectoral benchmarks..

A training course on Life Cycle Assessment (LCA) will then be organised (Activity 2.4). Life Cycle Assessment is a methodology aimed at assessing the aspects and potential environmental impacts associated with a product / service. the training program will be aimed at furnishing the participants with the guidelines to set up and conduct Life-Cycle assessments, to evaluate the interactions that a product or service has with the environment, along its entire life. As part of the Activity, a Guideline on the use of life cycle assessment tools will be prepared and produced on Turkish and English. Guidelines will contain the list of specific topics that must be treated during the training per each phase. The Guideline will be presented during the training, with practical examples and detailed explanations on the use of tools.

Full details are in Annex 5 Deliverable Acceptance Plan and Comparison Table.

Component 3- Assessment of integrated waste management system in the context of EU circular economy package to foster waste prevention and separate collection

The first two components will be used by the country to develop the knowledge on the situation of both the EU and Turkey transition towards a circular economy, and design the comprehensive, implementable and realistic national approach, policy and regulatory framework for the transition to CE. After the completion of the Component 1 and 2, Turkey will acquired the tools to better understand gaps, needs and obstacles to be removed and defined the Turkish national strategy and action plan.

Component 3 will focus on assessments and recommendations for the improvement of the Integrated Waste Management (IWM), thus- implementation capacity, concerning institutional/administrative capacities at all levels; infrastructure, economic instruments and alternative waste collection models. Further, the Component 3 will comprise the concrete capacity building outcomes: training of the MoEUCC, with minimum 50 staff included in training programme, as well as training of staff of Provincial Directorate of MoEUCC, local authorities and civic amenity sites trained, with minimum 250 staff trained and 5- certified trained trainers in the field of circular economy.

Accordingly, Activity 3.1 focuses on an in-depth analysis of the current management system, considering the key aspects of the CE Package: recyclable waste (packaging waste & non-packaging recyclables), WEEE (waste electrical and electronic equipment), construction and demolition waste, etc. Three elements will be addressed through this Activity: assessment of the management capacities of national and local authorities (Activity 3.1.1); assessment of IWM infrastructure (Activity 3.1.2), and assessment of economic instruments used in IWM.

Assessments will comprise surveys, institutional visits, workshop- all aimed to provide a full range of assessments and feedback from key targeted stakeholders. Ultimately, the analysis will address the key challenges, gaps, weaknesses and vulnerabilities of current IWM system, with a view to the advanced alignment with the EU Circular Economy Package, considering the reform process as reflected to the action plan & roadmaps, and applicable national regulations (i.e. Zero Waste Regulation and it's targets).

Taking from the assessment process, the Component 3 proceeds with the assessment of alternative collection models, and evaluation of the possibilities for improvement of municipal solid waste collection (Activity 3.2.1.). Activity will also comprise the two consultative workshops, involving 100 participants each. By consolidating the outcomes of the workshops, the assessment process will

move to the preparation of a Guideline for collection system in line with EU Circular Economy Package, which will be validated on a major, high-level meeting (Activity 3.2.2).

Activity 3.2 comprises the capacity building action in strict sense: under Activity 3.2.3, a Training of Trainers for indicatively 50 staff of MoEU will be provided, focusing on both- provision of content for subsequent, dissemination trainings, and training skills. Notably, it is foreseen that the trained MoEU staff proceeds with the training of other parties involved in IWM, primarily local authorities. Such a training, aimed at 250 participants, will be supported through the Activity 3.2.4.

The scope of Activity 3.3 is to review this legislative and strategic package associated with the implementation of Zero Waste Approach and to develop recommendations on their revision. This activity consists of a workshop on implementation of Zero Waste Approach (Activity 3.3.1), a need assessment on revision of Zero Waste Regulation, Zero Waste Management Action Plan and Zero Waste Guidelines (Activity 3.3.2), Procedures and Principles Regarding the Establishment and Operation of Waste Collection Centers and Zero Waste Practices, Provincial Zero Waste Management Plans, and short videos on zero waste concept in a circular economy (Activity 3.3.3).

Full details are in Annex 5 Deliverable Acceptance Plan and Comparison Table.

Component 4- Publicity Activities

This Component is cross-cutting and concerns all previous Component and all stages of the project and supported processes. It will have its own stand-alone outputs, i.e. related to visibility, measured through the indicators such as number of people visiting the project website. At the same time the publicity activities, combined with workshops and events planned under Components 1-3, will result in overall outreach of the project, that will be minimum of 500 people in public and private sector involved through awareness activities and dissemination of results.

The main objective of Activity 4.1 is to identify and plan communication activities and methodologies of exchanging information to target groups and stakeholders within the project and relevant parties outside of the project, through design, and continuous (6-monthly) refinement of the Communication Strategy and Action Plan. Deriving from this, the overall strategy for public involvement, capacity building of public/local stakeholders and awareness raising will be formulated, including the specification of objectives, approaches and targets to each stakeholder category. Within this framework, and having in mind the defined objectives, the communication and outreach activities (i.e. type of products, modalities, channels etc.) will be specified considering the concrete objectives for each stakeholder group.

Communication Strategy and Action Plan will include media and social media strategy. Any press communication and releases, TV broadcastings and newspaper articles that the content will be agreed with End Recipient, and submitted for approval of the Contracting Authority and EUD in writing (by official letter or by e-mail) before their releases

The aim of Activity 4.2 is to convene an Opening Meeting at the beginning of Implementation Phase, and to provide information about the project to the wide range of the participants It will be held for half a day at a 5-star hotel in Ankara with the participation of representatives of relevant stakeholders. For the meeting 150 participant will be expected. During the activity, the publicity and stationery materials such as project brochure, bags, notebooks, flash drives, pens, etc. will be distributed to all participants.

With an aim to host, advertise and disseminate the project over the internet, a project website will be designed, developed, administered and managed under Activity 4.3. All project information, which includes but not limited to the project scope, duration, stakeholders, contextual background, TAT, activities, reports, announcements and any other relevant documents will be made available on the website. The project website will be available in Turkish and English. Designated TAT member will be in charge of the regular update of the content, in line with agreed procedures (including prior approval). Team leader will be in charge of overall quality assurance and approval of the materials to be published via project website. An information and awareness section will be created for children on the website.

Project video and other visibility materials will be developed under Activity 4.3. All project visibility materials will be updated as the project progresses. Stage includes preparation of all visibility materials of the project including meeting packages to be produced for project events in consultation with the end recipient.

Activity 4.4 comprises the organization of Closing Event, which will be held on at the end of the project in Month 36 after all outputs and results of the project are obtained. This meeting is related to present the outputs and findings to the relevant people from academy, institutions, organisation etc. and the other locals. This will be a major visibility event which will summarize the key achievements of the project and promoting the further developments in the sector. Key project results will be presented to the participants, informative and promotional packages distributed, while the wide visibility will be ensured through the organized media coverage.

The project closing event will take place as a half-day event in Ankara at 5-star hotel, with the anticipated participation of 150 representatives of relevant stakeholders. Also, we anticipate the participation of high-level representatives from Turkish administration, as key speakers during the conference.

Full details are in Annex 5 Deliverable Acceptance Plan and Comparison Table.

9. ACTION PLAN FOR THE FIRST REPORTING PERIOD

First Quarter Working Plan

Table 4: First Quarter Working Plan

FIRST-QUARTER WORKING PLAN					
	Indicative Delivery Schedule	Outputs /Deliverables /Reports	Activity	Milestone	Milestone No
	Month 1 (February 2022)	Kick-off meeting Report Situational Analysis Report Inception Report	Inception Phase	Inception Report	M.1

2022		Communication Strategy and Action Plan	A.4.1	Communication Strategy and Action Plan	M4
	Month 2 (March 2022)	Web-site of the project is functional and updated on a regular basis; and Project social media accounts are created and active throughout the entire project duration.	A.4.3	Functioning web-site of the project and active social media accounts of the project	M5
		Initial assessment report (Month 2);	A.1.1	Initial Assessment Report	M6
	Month 3 (April 2022)	Design of project short video and other visibility materials (design finalised, later updated when needed) Design of meeting package and project brochure (design finalised, later updated when needed)	A.4.4	Design and production of project short video and other visibility materials Design and production of meeting package and project brochure	M2 and M3
			Activity 2.1.4		

The following tables provide the list of activities that will be implemented during the first reporting period:

Table 5: First Reporting Period Activities

Component 1: Exploration of Potential in Turkey in the context of EU Circular Economy Package		
Activity 1.1: A Benchmark Analysis between the EU Circular Economy Package and Corresponding Turkish Context		
Outputs / Deliverables / Reports	Estimated Delivery Time	Timing for performing complete Activity

		(to be revised every three months)
Initial assessment report (Month 2);	Month 2	Month 2-9
Institutional visits report (including brief information about the results of the surveys and visits);	Month 6	
General assessment report (including gap and needs assessments, benefits and challenges of transition to circular economy)	Month 9 (*)	
(*) Indicated activities will start during the first reporting period but will end in subsequent reporting periods		
Activity 1.2.1: Circular Economy Training		
Outputs / Deliverables / Reports	Estimated Delivery Time	Timing for performing complete Activity (to be revised every three months)
Training Assessment Report including training material	Month 5	Month 2-5
Activity 1.2.2: Organizing Circular Economy Workshops		
Outputs / Deliverables / Reports	Estimated Delivery Time	Timing for performing complete Activity (to be revised every three months)
Activity Reports of Workshop	Month 6	Month 4-6
Activity 1.3: Analysis of a Circular Economy Network		
Outputs / Deliverables / Reports	Estimated Delivery Time	Timing for performing complete Activity (to be revised every three months)
Report on circular economy networking opportunities	Month 15 (*)	Month 2-15
Component 4: Publicity Activities		
Activity 4.1 Communication Strategy and Action Plan		
Outputs / Deliverables / Reports	Estimated Delivery Time	Timing for performing complete Activity (to be revised every three months)
Communication Strategy and Action Plan prepared	Month 1	Month 1-36
Communication Strategy and Action Plan revised	Month 7 (*)	
(*) Indicated activities will start during the first reporting period but will end in subsequent reporting periods		
Activity 4.2 Opening Meeting		
Outputs / Deliverables / Reports	Estimated Delivery Time	Timing for performing complete Activity (to be revised every three months)

Activity reports of opening meeting	Month 4	Month 2-4
Activity 4.3 Project Website and Social Media Accounts		
Outputs / Deliverables / Reports	Estimated Delivery Time	Timing for performing complete Activity (to be revised every three months)
Web-site of the project is functional and updated on a regular basis; and Project social media accounts are created and active throughout the entire project duration.	Month 2 (*)	Month 2-36
(*) Indicated activities will start during the first reporting period but will run during entire period of project		
Activity 4.4 Preparation of Project Short Video and Other Visibility Materials		
Outputs / Deliverables / Reports	Estimated Delivery Time	Timing for performing complete Activity (to be revised every three months)
The materials to be distributed will be decided by discussing with the Beneficiary in line with the particular of the activity before each activity.	Month 3 - 4 (design) (*)	Month 1-36
(*) Indicated activities will start during the first reporting period but will run during entire period of project. Communication and visibility materials will be produced and distributed during entire period of project implementation.		

Introduction of Project Management Guidelines/Project Handbook

The purpose of the Project Management Guidelines is to provide support for the implementation of the project in accordance with EU Project Implementation standards and objectives.

The document covers the project management procedures for the implementation of the project co-financed by the European Union and the Republic of Turkey. The document is designed to assist TAE, Key Expert and OCD by clarifying what the parties are responsible for and how they must perform their duties to comply with EU requirements.

For more details please see Annex 11: Project Handbook

Project Management Team

The Project Director, on behalf of the consortium led by DAI Global Austria GmbH & Co KG is responsible for successful implementation of the contract together with the Beneficiary and Contracting.

He supports the implementation of the project by the Team Leader and other experts in project administration and logistical aspects. In coordination with the Team Leader identifies possible issues and problems early and takes corrective measures. Furthermore, PD supports the Team Leader in dealing with issues and problems of implementation arise. In coordination with the Team Leader develops and maintains a relationship with the client beneficiary. PD manages relations with

the consortium partners, doing this in conjunction with the Team Leader in the case of the local partners.

When it comes to the relationship with the beneficiary, Project Director takes part on both levels of the management of the project:

- In monthly management meetings with the OCU, and
- Quarterly basis and serve in the Project Steering Committee meetings.

The Project director should be copied on all key email messages coming from the beneficiary related to the implementation of the Contract or any open issue related to the TAT. If there is a need for the extraordinary meeting with OCU or beneficiary Project Director will make himself available.

Team Leader Mihail Dimovski will be responsible for the management of TAT. The Team Leader will maintain a close liaison with their project colleagues. Regular meetings between the Implementation team (TAE and Support team), Contracting Authority, EU Delegation to Turkey, Project Steering Committee, Stakeholders and Target Groups will allow for two-way flow information and provide meticulous follow-up. All non-key experts will report to the Team Leader.

While the Project Team Leader is responsible for the management of the project implementation process, the successful delivery of the project results, the approval of the project reports including financial reports and other outputs by the Beneficiary, following all the deadlines and milestones depending on the work plan, by coordinating the relevant parties during the implementation period; and The Project Director is responsible for supporting the Team Leader by informing them. This includes project planning, task execution, monitoring, control, communication, quality assurance, technical and financial reporting and closing; including the coordination of the project team.

Project objectives are clearly defined in the Project Terms of Reference and Technical Proposal. The Team Leader will use these documents as the basis for project planning in the Preparation and Inception Phases. The Project Director will support the Team Leader in this process to ensure that all experts are mobilized within the relevant components and subcomponents. The Team Leader will ensure that the experts/workers working within the scope of the project have details about the general objectives of the project and the objectives of the project team. In addition, the Team Leader and Project Director ensure the active involvement and participation of the Beneficiary and the team in the development of the work plans, so that they should be owned by those responsible for carrying out the task.

Communication with stakeholders is also essential for project success. The Team Leader, as the first points of contact for the project, establishes the communication objectives with all stakeholders so they understand their contribution on the project and know when and how they will receive information. A communication plan defines, for each stakeholder or stakeholder group, the information they should receive, the format, and when. Communication is critical to success on a project. Stakeholders need information on a timely basis, and they need the right information to be able to react accordingly. A well-informed stakeholder can prevent a project from continuing on a path that will fail to deliver the required benefits, by highlighting issues and concerns as soon as they arise.

Stakeholders are the prime source of information for any project. Sharing information with the consent of the Beneficiary with stakeholders is recommended, and actively promoting exchange of information between the project and its stakeholders on project related matters is essential.

Implementation of the Project

Terms of Reference and Technical Proposal

The Terms of Reference are prepared by the Beneficiary and the Contracting Authority before the tendering process, and together with budget it defines the characteristics required by the Contracting Authority of the product, service, material, or work regarding the purpose for which they are intended and are defined in terms of design, purpose, procedures, performance, quality, and compliance. In particular, the budget for the standard service contract is Global Price that was determined important for the ultimate success of the project as it forms the basis for the project work-plan and the project log frame. A well-conceived project, as defined by the ToR will avoid considerable effort having to be spent re-designing the project during the inception period and will ensure that the work is carried out on schedule and that resources will not be wasted.

The Technical proposal submitted to the Contracting Authority as part of the Tender proposal for the announced project and its constituent parts, upon award of the contract, becomes part of the overall binding contract with the EU as separate annexes specified by the Special Conditions.

More specifically, the Organisation and Methodology section of the Technical Proposal which sets out the Rationale and Strategy, details the Logical Framework and provides an indicative overview of the Timetable of Activities, upon signature of the contract, became Annex III of the Contract. Although this section might be re-examined through renewed assessment and evaluation procedures during the inception phase- with a view to determining the actual start situation for which a revised work plan will be established, this will nonetheless be referenced in the Inception report which, as a consequence, also becomes contractually binding, as a revision of the project plan following the actual facts' finding against the requirements defined in the ToR and in the Technical Proposal.

Addendums to Contract and Administrative Orders

Contracts may need to be modified during their duration if the circumstances affecting project implementation have changed since the (initial) Service Contract was signed. Contract modifications must be formalised through either an addendum to the contract or an administrative order (AO) in accordance with the provisions of the General Conditions of the contract. Substantial modifications to the contract can be made only by means of an addendum. Such an addendum must be signed by the contracting parties (Contractor, EUD, Contracting Authority).

For the issuance of an Addendum, AO or letter of confirmation, DAI has to file a written request for approval (RfA) to the CA. The occasion on which these requests are made will depend on the specific circumstances; however, common requests for AOs are those requesting the approval and use of NKE or organisation of the legitimate activities identified in the ToR. In principle, the preparation and issue of the RfA is the responsibility of the Project Director but the requirement will be assessed and discussed with the Team Leader, who should provide all necessary inputs requested of him.

The necessary information to be presented on the Requests should include:

- Contracting Authority headed paper
- Project title and contract number
- Date of Requests
- Reference to the request, descriptions justifications etc.

Regarding NKE:

- Expert name,
- Position according to budget breakdown (senior or junior),
- Filled- Approval Request Form

Once the Team Leader considers that the Requests includes all necessary information, he/she should submit soft copy documents to Beneficiary and CA for consultation; then hard copy documents first to Beneficiary then CA for approval. The Team Leader should plan the input of the approved NKE or the procurement of the approved services/goods closely with Project Director.

Mobilisation of Experts

We have submitted proposal for TL and there is an administrative order for Mr. Mihail Dimovski which is under approval, for details see Annex 9 – Official Correspondence

The Project Director should consult and decide with the Team Leader on NKE positions which will be required during the first 6 months of the project. A first draft of the ToR for each position should be drafted by the Team Leader. The Project Director together with Team Leader and backstopping team will subsequently aim to identify through numerous possible sources, the expertise required. Upon having identified potential candidates the Project Director will liaise with the Team Leader concerned to inform on the candidate to be selected. The Project Director and Team Leader will then negotiate with the preferred candidates and prepare CVs together with any other documents required for the approval process.

The ToR should include:

- Brief Project background;
- Background for the assignment;
- Detailed and concrete (measurable) description of the assignment:
- Activities the NKE needs to implement;
- Outputs the activity will generate;
- Reporting responsibilities
- Expert profile;
- Location and duration of the assignment.
- In certain cases, qualifications and skills of the NKE are defined in the ToR of the project and these have to be considered during drafting of the individual ToRs as the minimum criteria for NKE.

Following searching for potential candidates, once a selection of ideally 3 available candidates for each position has been found with the relevant qualifications, knowledge and expertise, and the preferred candidate decided upon, the negotiation process can begin. In this process, eligibility of NKEs are also very important. It must be noted that in all project's civil servants of the country where the project is implemented are not eligible to be hired as project experts (unless prior written approval has been obtained by the CA). Therefore, under no circumstances should experts make efforts to poach members of staff from the Beneficiary or any other governmental institution of the country whose employees have the status of civil servants.

In cases of former civil servants, the formal requirements of their potential eligibility need to be double-checked with the respective CA on a case by case basis as in some countries (e.g. KOSOVO) former civil servants are blocked for any engagement under EU-funds for a period of 6 months after termination of their CS position.

For academic staff working in universities as civil servant, a permission letter mentioning the service period from the university administration shall be taken as per Turkish by-law numbered as 2547 that was launched on Official Gazette dated as 6/11/1981 and numbered as 17506.

Once the Project Director has agreed the financial and contractual arrangements for the expert, Beneficiary clearance will need to be sought. The ToR and the CV of the proposed expert should be attached to the Approval Request Form to be submitted to Beneficiary.

With confirmation that the expert is qualified, able and willing to work, is affordable and confirmation from the beneficiary that the expert is the right one for them, the documentation can be prepared in order to start official approval process by CA: This should include:

- Cover letter (signed by Project Director)
- Approval Request Form
- Terms of Reference
- Expert's CV
- Statement of availability and exclusivity (if required)
- Expert's supporting documents (if required)

Following official letter issued by Contracting Authority stating the requested Expert is approved, The Expert can start working in the project.

Submitting request for Visibility Events

At strategic points during the project there may be opportunity for a visibility event to take place. A visibility event can be a conference, seminar or reception where the project informs a wider audience than e.g. a Steering Committee meeting of its plans and achievements. An Opening Meeting will take place at the beginning of the implementation phase to raise awareness of the project and its planned activities, upon completion of a major milestone in the project to sing our praises, or at project end to wrap up the project's successes.

Visibility events to promote the project and its achievements are planned and as such defined in the project ToR; they should include:

Venue hire (if applicable)

Catering

Translation and Interpretation

Materials

All materials produced for the event should follow specific EU and DAI and also MoEUCC visibility guidelines.

The visibility events should be prepared in close collaboration with the CA and Beneficiary and the Team Leader should coordinate the process. In preparation for the request a programme should be developed containing information on speakers, subjects for presentation, discussion, location and scheduling. Ideally the Head of Delegation (in the EU's case) or an equivalent senior client representative and/or the MoUCC Minister should open the event. Speakers might include other senior public officials, the Team Leader and/or Project Director. In addition, an invitee list should be developed and agreed with the Beneficiary and should (where possible) include members of the press. The Beneficiary should provide a letter in support of the event and with agreement to participate as a speaker. A press release – to be approved by the CA – should accompany the event and a draft version of this should be provided as part of the approval request for review by the Beneficiary.

EU visibility rules will be followed in all activities. The contractor must also comply with the latest Communication and Visibility Manual. All communication and visibility activities should be carried out in close co-operation with Contracting Authority. The Contracting Authority is the main authority in charge of reviewing and approving visibility related materials and activities. Before initiating any information, communication or visibility material and activity, contractors and implementing partners should seek the approval of the Contracting Authority in writing (via e-mail with attached copy of the official letter). Designs of all visibility materials, publications, promotional items, and videos will be submitted to the Contracting Authority and the EUD for review and approval before production.

It may also be possible to produce project paraphernalia, but this should be discussed closely with the Client and every item should be approved prior to production.

Supporting documents required for submission in addition to those to be submitted in all requests include:

Programme/Agenda;

Invitee List;

Beneficiary support letter;

Draft Press Release;

Draft visibility materials prepared for the event.

For detailed information please see Annex 7: Visibility and Communication Plan

Visibility Events' reports together with the full description of the input data, performed activities, applied methodologies and the activity outcomes will demonstrate how this work has influenced the achievement of the project objectives and results. All activity deliverables and supporting

documents should be attached to the report. Reports will be submitted to Beneficiary and Project Manager identified in this Contract, within 10 days from completion of Event.

Reporting

The ToR diversifies on two types of reports:

- The administrative and contractual reports required by the CA, which together cover the whole project cycle (the Inception Report, Quarterly Progress Reports, 6-month Interim Reports, Draft Final Report, Final Report, and the corresponding invoice); and
- Technical and Activity Based Reports, as the project implementation flow will be organized based on the submission and approval of Technical Outputs and Reports.

Progress Reports will be submitted on a quarterly basis, while Interim Reports will be submitted every 6-month following the project commencement date. Further, Technical Reports will be submitted in reporting periods indicated in the ToR (Article 7.1). Approval procedures, as described in the Article 7.2 and as summarized below, will apply to the submission and approval process.

The contractual reports, notably, the 6- month Interim reports will document and summarise the status of various dimensions of the project's progress, to inform the MoEU/DGoEM and other relevant stakeholders. As stipulated in the ToR, the interim reports to be delivered at the end of 2nd and 4th six months will be used for the interim payment, which will be provided along with the corresponding invoice.

Following the requirements of the ToR, the **Interim Reports** of maximum 30 pages (main text excluding annexes) at the end of each 6 months from the start of the implementation. We will seek the Contracting Authority's agreement regarding the content and structure of these reports at the beginning of the Project, and strictly following the requirements of the ToR. These reports will provide information on the project status for the reporting period and provide forecasts for future reporting periods, as well as information on any risk, disputes or issues. We will agree on project indicators and metrics to evaluate project progress with the Contracting Authority in the Inception Phase, alongside a reporting format that is concise and to the point. We will deliver accurate and timely progress reports in accordance with the ToR requirements.

Interim Reports will be subject to approval of the MoEUCC/DGoEM , as the End Recipient. We will ensure that the Interim Reports:

- Reflect the completion of the outputs identifiable by the End Recipient as well as the detailed description of the activities undertaken, applied methodologies, the activity outputs and assessment of the progress toward achievement of project objectives;
- Highlight the achievement of result; and
- Identify potential risks and actions to be taken for overcoming those risks for the forehead implementation period.

Reports will also have a section for each Activity in which all work under the activity shall be described.

These reports together with the full description of the input data, performed activities, applied methodologies and the activity outcomes shall demonstrate how this work has influenced the achievement of the project objectives and results.

All activity deliverables and supporting documents should be attached to the report.

The Interim Reports will be submitted to the Project Manager identified in the contract. The Contracting Authority is responsible for final approval of the reports. According to the Art. 7.2 of the ToR (Submission and approval of reports and outputs), the comments and/or corrections on the reports will be submitted to the Contractor within 15 calendar days after the receipt of Report. Revision of the report, based on comments received, should be done within the 15 calendar days, and resubmitted to the Project Manager. If no comments or proposed modifications are received from the related party within 45 days after the submission of the draft version, the submitted reports/documents are considered tacitly approved and will be submitted as final version, according to the ToR.

All reports must be submitted at the end of each reporting period. The Contracting Authority will collect and submit all comments and revision requests to the Contractor preferably within 15 calendar days after the delivery of the reports. The Contractor shall deliver the revised reports within 15 calendar days. All reports and documents will be approved by the Contracting Authority in agreement with the End Recipient.

Reports for the OCU meeting, as well as the materials/presentations will be prepared on the monthly basis. Reports (5-pages) for the PSC meetings will be prepared on a quarterly basis, with submission to the MoEUCC/DGoEM for prior approval minimum 10 days before the PSC meeting.

The draft versions of all Technical Reports (Outputs/deliverables) shall be delivered in English and Turkish to the End Recipient by the Contractor as a soft copy in editable format (i.e. word). The final versions of the outputs will be delivered both in Turkish and in English, as printed copies and electronic versions in editable format (i.e. Word). All documents will be additionally available in a pdf format.

All technical reports and other deliverables will be written in concise, clear and well-edited standard English and Turkish unless any other requirements specified. In case of any deviations, the English version will prevail, as specified in the ToR.

All deliverables must be discussed and finalised in the agreement with OCU, and will be submitted together with the respective Activity report / Final report.

All reports (drafts and final versions) together with electronic versions shall be submitted to the DoEUFR, DGoEM and EUD in an External Drive (in Word or other suitable format).

Approval of Reports

The reports referred to above will be submitted to the Project Manager identified in the contract. The Project Manager is responsible for final approval of the reports with the agreement of the End Recipient.

Unless otherwise specified, all reports mentioned above will be submitted both in hard and soft copies in English and Turkish. All draft reports will be submitted only in soft copy.

10. PROJECT INDICATORS

ToR defines 13 indicators for attainment of the project Results (#1- #13 below). (please see detailed analysis in Annex 13: Indicator Analysis)

Table 6: Project Indicators

Number	Indicator
1	Identified and calculated benefits of transition to circular economy model for Turkey (economic savings, emission reduction, energy savings, virgin/natural resource savings and opportunities for employment, storage space saving etc. compared to base year as the project commencement).
2	Developed national strategy, roadmap and action plan on resource and waste management in line with the EU Circular Economy Package.
3	Developed Roadmap on Single Use Plastics and Marine Litter subject in line with the requirements of the EU Plastics Strategy and Directive on Single-use Plastics
4	Overall monitoring methodology developed with its indicators of transition to circular economy in Turkey
5	Outreach of minimum 500 people in public and private sector through public awareness activities and dissemination of results.
6	Recommendations on legislation revisions on waste in line with revised waste related Directives of the EU in the Circular Economy transition period. Examples of good practice from practice in other countries around the world.
7	Number of staff from MoEUCC trained. The number of trained staff is expected to be not less than 50.
8	Number of staff of Provincial Directorates of MoEUCC, staff of local authorities and staff of civic amenity sites trained. The number of trained staff is expected to be not less than 250 in total.
9	50 certificated trained trainers in the field of circular economy
10	The number of people visiting project web site.
11	Timely submission of all deliverables, outputs and reports in line with the ToR.
12	Timely organisation of all workshops, trainings, meetings, conference in line with the requirements of the ToR.
13	The level of satisfaction and commitment of event participants during the project.

Component 1 (*Exploration of potential in Turkey in the context of EU Circular Economy Package*) will address the benchmarking process, including identification and calculation of benefit of transition to circular economy model as a key indicator (#1) of achievement of expected project result.

Component 2 (*Development of National Strategy and Action Plan on waste and resource management harmonised with the EU Circular Economy Package*) will focus on design and development of a comprehensive national strategy and action plan for Turkey (comprising, a National Strategy, Action Plan and Roadmap on resource and Waste Management in line with EU CEP (#2); (#3) a Roadmap on Single Use Plastics and Marine Litter in line with EU Plastics Strategy and SUP Directive; (#4) overall monitoring methodology with indicators of transition to CE; (#5) recommendations on revision of waste legislation in line with revised waste related Directives of the EU in CE transitional period as indicators of result).

Component 3 (*Assessment of integrated waste management system in the context of EU circular economy package to foster waste prevention and separate collection*) will focus on assessments and recommendations for the improvement of the Integrated Waste Management (IWM), thus-implementation capacity, concerning institutional/administrative capacities at all levels; infrastructure, economic instruments and alternative waste collection models. While these assessments (including the assessment of implementation of Zero Waste Regulation, shall be reflected to the indicator #5, the Component 3 success will be measured through concrete capacity building outcomes: number of MoEUCC staff trained, with minimum 50 staff included in training programme (#6); number of staff of Provincial Directorate of MoEUCC, local authorities and civic amenity sites trained, with minimum 250 staff trained (#7); 5- certified trained trainers in the field of circular economy (#8).

Component 4 (*Publicity Activities*) is cross-cutting, and concerns all previous Component and all stages of the project and supported processes. It will have its own stand-alone outputs, i.e. related to visibility, measured through the indicators such as number of people visiting the project website (#9). At the same time the publicity activities, combined with workshops and events planned under Components 1-3, will result in overall outreach of the project, that will be minimum of 500 people in public and private sector involved through awareness activities and dissemination of results (#10).

Other horizontally applicable indicators (#11- #13) are related to the level of satisfaction and commitments of event participants during projects (based on predefined set of criteria, evaluation will be standard part of each training, workshop, event, study visit provided under all Component); timely submission of deliverables, outputs and reports in line with ToR; timely organisations of all workshops, trainings, meetings, conference in line with the ToR requirements).

11. SCHEDULES OF INPUTS, DELIVERABLES AND REPORTS

Updated Project Work Plan

Table 7: Updated Project Work Plan

1 st Year of the Project					
	Indicative Delivery Schedule	Outputs/Deliverables/Reports	Activity	Milestone	Milestone No
2022	Month 1 (February)	Kick-off meeting Report Inception Report	Inception Phase	Inception Report	
		Communication strategy and action plan	A.4.1	Communication strategy and action plan	M.4
	Month 2 (March)	Initial Assessment Report	A.1.1	Initial Assessment Report	M.6
		Web-site of the project is functional and updated on a regular basis; and Project social media accounts are created and active throughout the entire project duration.	A.4.3	Functioning web-site of the project and active social media accounts of the project	M.5
	Month 3 (April)	Designs by the end of first months of the project, to be updated when necessary 2,500 set of meeting package and 3,000 copies of project brochure Designs by the end of first months of the project, to be updated for each event	A.4.4	Design 2,500 set of meeting package and 3,000 copies of project brochure (design finalised, later updated when needed)	X
	Month 4 (May)	Activity reports of opening meeting (Opening Event)	A.4.2	n/a	n/a
	Month 5 (June)	Training Assessment Report including training material (Circular Economy Training)	A 1.2.1	n/a	n/a

1 st Year of the Project					
	Indicative Delivery Schedule	Outputs/Deliverables/Reports	Activity	Milestone	Milestone No
	Month 6 (July)	Activity reports of workshops (Circular Economy Workshops)	A.1.2.2	n/a	n/a
		6-month Progress Report	Reporting requirements		
	Month 7 (September)	Institutional visits report (including brief information about the results of the surveys and visits);	A.1.1	n/a	n/a
		Communication strategy and action plan (update)	A.4.1	Updated Communication strategy and action plan	M.4
2022	Month 8 (October)				
	Month 9 (November)	General assessment report (including gap and needs assessments, benefits and challenges of transition to circular economy)	A.1.1	General Assessment Report	M.7
Study Visit Assessment and Dissemination Reports		A.1.2.4	n/a	n/a	
2022	Month 10 (December)				
	Month 11 (January)				
	Month 12 (February)	Activity reports of workshop (1 st Workshop for Strategy Development)	A.2.1.1	n/a	n/a
		6-month Progress Report	A. PM.3	6-month Progress Report	n/a

2nd Year of the Project					
	Indicative Delivery Schedule	Outputs/Deliverables/Reports	Activity	Milestone	Milestone No
2023	Month 13 (March)	Communication strategy and action plan	A.4.1	Updated Communication strategy and action plan	M.4
		Regulatory impact analysis ; and Sectoral Impact Assessment	A.2.1.2	Regulatory impact analysis ; and Sectoral Impact Assessment	M.10
	Month 14 (April)				
	Month 15 (May)	Study Visit Assessment and Dissemination Reports	A.1.2.4	n/a	n/a
		Report on circular economy networking opportunities	A.1.3	Report on Circular Economy Networking Opportunities	M.8
		Activity reports of workshops (2 nd Workshop for Strategy Development)	A.2.1.1	n/a	n/a
	Month 16 (June)	Activity report of Conference Booklet including information about circular economy concept, summaries of assessment reports and presentations of the conference	A.1.2.3	Booklet including information about circular economy concept, summaries of assessment reports and presentations of the conference	M.9

2nd Year of the Project					
	Indicative Delivery Schedule	Outputs/Deliverables/Reports	Activity	Milestone	Milestone No
		National strategy & Action Plan on waste and resource management; and Road Map.	A.2.1.3	National strategy & Action Plan on waste and resource management; and Road Map.	M.11
	Month 17 (July)	Report on requirements of the EU plastic strategy relevant to the Turkish context; and Regulatory impact assessment including single-use plastics	A.2.2.2	Report on requirements of the EU Plastics Strategy Regulator Impact Assessment including "Single Use Plastics"	M.12
	Month 18 (August)	Activity reports of workshop performed (Roadmap on Single-use Plastics and Marine Litter)	A.2.2.2	n/a	n/a
		6-month Progress Report	Reporting requirements		
2023	Month 19 (September)	Communication strategy and action plan	A.4.1	Updated Communication strategy and action plan	M.4
		Roadmap documents on single-use plastics and marine litter	A.2.2	Roadmap documents on single-use plastics and marine litter	M.13
		Report on results of the micro-plastics and single-use plastic survey. It is important to include examples of good practice on microplastic reduction in the world in the report.	A.2.2	Report on results of survey (Micro-plastics and single-use plastics)	M.14

2nd Year of the Project					
Indicative Delivery Schedule	Outputs/Deliverables/Reports	Activity	Milestone	Milestone No	
Month 20 (October)					
Month 21 (November)	Report on adaptation to revised EU waste related directive.	A.2.3	Report on adaptation to revised EU waste related directive.	M.15	
Month 22 (December)	Report on monitoring requirements and recommendation on monitoring mechanism/system and overall methodology with its indicators of transition to CE in Turkey.	A.2.3	Report on monitoring requirements and recommendations on monitoring mechanism/system and overall monitoring methodology with its indicators of transition to circular economy in Turkey	M.16	
	Training assessment report including training material (Training on Life Cycle Assessment to Support Monitoring in a Circular Economy)	A.2.4	n/a	n/a	
Month 23 (January)					
Month 24 (February)	6-month Progress Report				

3rd Year of the Project					
Indicative Delivery Schedule	Outputs/Deliverables/Reports	Activity	Milestone	Milestone No	
Month 25 (March)	Communication strategy and action plan	A.4.1	Updated Communication strategy and action plan	M.4	

3 rd Year of the Project					
	Indicative Delivery Schedule	Outputs/Deliverables/Reports	Activity	Milestone	Milestone No
2024		Institutional visits report. Assessment report (including the assessment of institutional, administrative, technical and financial capacities of the national and local authorities); and	A.3.1.1	Report on assessment of institutional, administrative, technical and financial capacities of the national (MoEU etc.) and local authorities	M.17
	Month 26 (April)	Questionnaire Report; and Assessment of integrated waste management infrastructure (including the questionnaire).	A.3.1.2	Report on assessment of integrated waste management infrastructure	M.18
		Activity reports of workshop (Assessment of Economic Instruments used in Integrated Waste Management)	A.3.1.3	n/a	n/a
	Month 27 (May)	A report on assessment of economic instruments used in integrated waste management	A.3.1.3	Report on assessment of economic instruments used in integrated waste management	M.19
	Month 28 (June)	Report on applicability of 3.1's economic instruments (DRS, EPR etc) and Report on alternative collection models	A.3.2.1	Report on alternative collection models	M.20
		Activity reports of workshops (3 regional workshops on Assessment on Alternative Collection Models)	A.3.2.1	n/a	n/a
	Month 29 (July)	Guideline on collection of recyclable wastes.	A.3.2.2	Guideline on collection of recyclable wastes.	M.21
		Activity reports of meeting	A.3.2.2	n/a	n/a

3 rd Year of the Project					
	Indicative Delivery Schedule	Outputs/Deliverables/Reports	Activity	Milestone	Milestone No
	Month 30 (August)	Training assessment report including training material (Training of Trainers on Integrated Waste Management in line with Circular Economy)	A.3.2.3	n/a	n/a
		6-month Progress Report	Reporting requirements		
2024	Month 31 (September)	Communication strategy and action plan	A.4.1	Communication strategy and action plan	M.4
	Month 32 (October)	Training assessment report including training material (Training on Integrated Waste Management in Circular Economy)	A.3.2.4	n/a	n/a
	Month 33 (November)	Activity reports of workshops (2 Workshops on Implementation of Zero Waste Project)	A.3.3.1	n/a	n/a
		Zero Waste Regulation, procedures and principles, Provincial Zero Waste Management Plans, Zero Waste Management Action Plan and Guidelines	A.3.3.2	Report on Zero Waste Regulation, procedures and principles, Provincial Zero Waste Management Plans, revision of Zero Waste Management Action Plan	M.22
	Month 34 (December)	Activity reports of on two pilot events organized for demonstration of reusing-recycling markets in the civic amenity sites	A.3.4	n/a	n/a
		Training assessment reports including training material	A.3.4	n/a	n/a

3 rd Year of the Project					
	Indicative Delivery Schedule	Outputs/Deliverables/Reports	Activity	Milestone	Milestone No
	Month 35 (January)	20 short videos on Zero Waste concept in a circular economy	A.3.3.3	20 short videos on Zero Waste concept in a circular economy	M.23
		Guideline on best practices for civic amenity sites	A.3.4	Guideline on best practices for civic amenity sites	M.24
	Month 36 (February)	Activity reports of closing meeting	A.4.4	n/a	n/a
		Final Report Submitted	Reporting requirements	Guideline on best practices for civic amenity sites	M.25

Contractual reports

Table 8: Contractual Reports

Table 14. Contractual Reports

Name of Report	Time of Submission
Company visit reports	Within 10 days following the last visit
Training Assessment Report including training material	Within 10 days following the training
Activity reports of workshops	Within 10 days following each workshop
Activity report of Conference	Within 10 days following the conference
Booklet including information about circular economy concept, summaries of assessment reports and presentations of the conference	By the end of 16th month of the project
Study Visit Assessment and Dissemination Reports	Within 10 days following each visit
Presentation on gained knowledge, lessons learned and evaluation of the visits	Within 10 days following each visit
Activity reports of workshops	Within 10 days following each workshop
Company visits report	Within 10 days following the last visit
Activity reports of workshop	Within 10 days following the workshop

Training assessment report including training material	Within 10 days following the training
Institutional visits report	Within 10 days following the last visit
Activity reports of workshop	Within 10 days following the workshop
Activity reports of workshops	Within 10 days following each workshop
Activity reports of meeting	Within 10 days following the meeting
Training assessment report including training material	Within 10 days following the training
Training assessment report including training material	Within 10 days following the training
Activity reports of workshops	Within 10 days following each workshop
Activity reports of meeting	Within 10 days following the meeting
20 short videos on Zero Waste	By the end of 35th month of the project
Activity reports of on two pilot events organized for demonstration of reusing-recycling markets in the civic amenity sites.	Within 10 days following each event
Training assessment reports including training material	Within 10 days following each meeting
Activity reports of opening meeting	Within 10 days following the meeting
Functioning web-site of the project and active social media accounts of the project	By the end of 2nd month of the project, to be updated throughout the project
Preparation of project short video and other visibility materials	Designs by the end of first months of the project, to be updated when necessary
2,500 set of meeting package and 3,000 copies of project brochure	Designs by the end of first months of the project, to be updated for each event
Activity reports of closing meeting	Within 10 days following the meeting
Inception Report	Month 1
6-month Progress Report	Month 6, 12, 18, 24, 30
Draft Final Report	Month 35
Final Report	Month 36, and not later than 60 days after end of the implementation period.
Initial Assessment Report	By the end of 2nd month of the project
General Assessment Report	By the end of 9th month of the project
Report on Circular Economy Networking Opportunities	By the end of 15th month of the project

Sectoral Impact Assessment Report	By the end of 13th month of the project
National strategy and action plan document on waste and resource management	By the end of 16th month of the project
Report on requirements of the EU Plastics Strategy	By the end of 17th month of the project
Regulator Impact Assessment including “Single Use Plastics”	By the end of 18th month of the project
Roadmap documents on single-use plastics and marine litter	By the end of 19th month of the project
Report on results of survey (Micro-plastics and single-use plastics)	By the end of 19th month of the project
Report on adaptation to revised EU Waste related Directives	By the end of 21st month of the project
Report on monitoring requirements and recommendations on monitoring mechanism/system and overall monitoring methodology with its indicators of transition to circular economy in Turkey.	By the end of 22nd month of the project
Report on assessment of institutional, administrative, technical and financial capacities of the national (MoEU etc.) and local authorities	By the end of 25th month of the project
Report on assessment of integrated waste management infrastructure	By the end of 26th month of the project
Report on assessment of economic instruments used in integrated waste management	By the end of 27th month of the project
Report on alternative collection models	By the end of 28th month of the project
Guideline on collection of recyclable waste in line with the circular economy concept	By the end of 29th month of the project
Report on revision of Zero Waste Regulation, Zero Waste Management Action Plan and Guidelines	By the end of 33rd month of the project
Guideline on best practices for civic amenity sites	By the end of 35th month of the project
Communication strategy and action plan	By the end of 1st month of the project and to be updated 6 monthly.

Activity Based Deliverables

Within the overview of Technical Reports (table below) /Activity Based reports (table 8) provided in the Article 7.1 of the ToR, the ToR indicates key deliverables- process related milestones of all project activities. It should be noted that the quoted Article 7.1 includes additional technical reports and outputs which will be reported in each Project Reporting period, as provided above.

Table 9: Activity Based Reports

Output	Activity	Due date for submission
Initial Assessment Report	<i>Activity 1.1</i>	By the end of 2nd month of the project
General Assessment Report		By the end of 9th month of the project
Report on Circular Economy Networking Opportunities	Activity 1.3	By the end of 15th month of the project
Sectoral Impact Assessment Report	Activity 2.1.2	By the end of 13th month of the project
National strategy and action plan document on waste and resource management	Activity 2.1.3	By the end of 16th month of the project
Report on requirements of the EU Plastics Strategy	<i>Activity 2.2.1</i>	By the end of 17th month of the project
Regulator Impact Assessment including "Single Use Plastics"		By the end of 18th month of the project
Roadmap documents on single-use plastics and marine litter	<i>Activity 2.2.2</i>	By the end of 19th month of the project
Report on results of survey (Micro-plastics and single-use plastics)		By the end of 19th month of the project
Report on adaptation to revised EU Waste related Directives	Activity 2.2.3	By the end of 21st month of the project
Report on monitoring requirements and recommendations on monitoring mechanism/system and overall monitoring methodology with its indicators of transition to circular economy in Turkey.	Activity 2.3	By the end of 22nd month of the project

Output	Activity	Due date for submission
Report on assessment of institutional, administrative, technical and financial capacities of the national (MoEU etc.) and local authorities	Activity 3.1.1	By the end of 25th month of the project
Report on assessment of integrated waste management infrastructure	Activity 3.1.2	By the end of 26th month of the project
Report on assessment of economic instruments used in integrated waste management	Activity 3.1.3	By the end of 27th month of the project
Report on alternative collection models	Activity 3.2.1	By the end of 28th month of the project
Guideline on collection of recyclable waste in line with the circular economy concept	Activity 3.2.2	By the end of 29th month of the project
Report on revision of Zero Waste Regulation, Zero Waste Management Action Plan and Guidelines	Activity 3.3.2	By the end of 33rd month of the project
Guideline on best practices for civic amenity sites	Activity 3.4	By the end of 35th month of the project
Communication strategy and action plan	Activity 4.1	By the end of 1st month of the project and to be updated 6 monthly.

Apart from the aforementioned reports, the ToR specifies the list of activity based reports and other deliverables as highlighted in the table below, which will be submitted to the MoEUCC/DGoEM . A table presents these linkages, while the specific activity-based outputs are detailed in the Section 2.2. strictly following the instruction provided in the ToR. Detailed methodological discussion, source data and working analyses will be cross-referenced to high standard appendices and working papers. These reports together with the full description of the input data, performed activities, applied methodologies and the activity outcomes shall demonstrate how this work has influenced the achievement of the project objectives and results. All activity deliverables and supporting documents will be attached to the report.

Table 10: Overview of Activity Based Reports and Other Deliverables

Report	Activity	Due date for submission
Company visit reports	Activity 1.2	No longer than 2 (two) weeks after visit

Report	Activity	Due date for submission
Training Assessment Report including training material	Activity 1.2.1	Within 10 days following the training
Activity reports of workshops	Activity 1.2.2	Within 10 days following each workshop
Activity report of Conference	Activity 1.2.3	Within 10 days following the conference
Booklet including information about circular economy concept, summaries of assessment reports and presentations of the conference		By the end of 16th month of the project
Study Visit Assessment and Dissemination Reports	Activity 1.2.4	Within 10 days following each visit
Presentation on gained knowledge, lessons learned and evaluation of the visits		Within 10 days following each visit
Activity reports of workshops	Activity 2.1.1	Within 10 days following each workshop
Company visits report	Activity 2.1.2	Within 10 days following the last visit
Activity reports of workshop	Activity 2.2.2	Within 10 days following the workshop
Training assessment report including training material	Activity 2.4	Within 10 days following the training
Institutional visits report	Activity 3.1.1	Within 10 days following the last visit
Activity reports of workshop	Activity 3.1.3	Within 10 days following the workshop
Activity reports of workshops	Activity 3.2.1	Within 10 days following each workshop
Activity reports of meeting	Activity 3.2.2	Within 10 days following the meeting
Training assessment report including training material	Activity 3.2.3	Within 10 days following the training

Report	Activity	Due date for submission
Training assessment report including training material	Activity 3.2.4	Within 10 days following the training
Activity reports of workshops	Activity 3.3.1	Within 10 days following each workshop
Activity reports of meeting	Activity 3.3.2	Within 10 days following the meeting
20 short videos on Zero Waste	Activity 3.3.3	By the end of 35th month of the project
Activity reports of on two pilot events organized for demonstration of reusing-recycling markets in the civic amenity sites.	Activity 3.4	Within 10 days following each event
Training assessment reports including training material	Activity 3.4	Within 10 days following each meeting
Activity reports of opening meeting	Activity 4.2	Within 10 days following the meeting
Functioning web-site of the project and active social media accounts of the project	Activity 4.3	By the end of 2nd month of the project, to be updated throughout the project
Preparation of project short video and other visibility materials	Activity 4.4	Designs by the end of first months of the project, to be updated when necessary
2,500 set of meeting package and 3,000 copies of project brochure		Designs by the end of first months of the project, to be updated for each event
Activity reports of closing meeting	Activity 4.5	Within 10 days following the meeting

All deliverables must be discussed and finalized in the agreement with OCU, and will be submitted together with the respective Activity report / Final report. The table below presents the schedules of submission of Technical Reports, according to schedules of submission of Interim Reports.

Table 11: Project Outputs

Interim Report	Project Outputs (Technical Reports)
1st Interim Report	<ul style="list-style-type: none"> ▪ Initial Assessment Report (Act.1.1); and ▪ Communication strategy and action plan (Act.4.1).
2nd Interim Report	<ul style="list-style-type: none"> ▪ General Assessment Report (Act. 1.1).
3rd Interim Report	<ul style="list-style-type: none"> ▪ Report on Circular Economy Networking Opportunities (Act. 1.3); ▪ Sectoral Impact Assessment Report (Act. 2.1.2); ▪ National strategy and action plan document on waste and resource management (Act. 2.1.3); ▪ Report on requirements of the EU Plastics Strategy (Act. 2.2.1); and ▪ Regulator Impact Assessment including “Single Use Plastics” (Act. 2.2.1).
4th Interim Report	<ul style="list-style-type: none"> ▪ Roadmap documents on single-use plastics and marine litter (Act. 2.2.2); ▪ Report on results of survey (Micro-plastics and single-use plastics)2D hydraulic models for required creeks and rivers in the basin (Act. 2.2.2); ▪ Report on adaptation to revised EU Waste related Directives (Act. 2.2.3); and ▪ Report on monitoring requirements and recommendations on monitoring mechanism/system and overall monitoring methodology with its indicators of transition to circular economy in Turkey (Act. 2.3).
5th Interim Report	<ul style="list-style-type: none"> ▪ Report on assessment of institutional, administrative, technical and financial capacities of the national (MoEU etc.) and local authorities (Act. 3.1.1); ▪ Report on assessment of integrated waste management infrastructure (Act. 3.1.2); ▪ Report on assessment of economic instruments used in integrated waste management (Act. 3.1.3); ▪ Report on alternative collection models (Act. 3.2.1); and ▪ Guideline on collection of recyclable waste in line with the circular economy concept (Act. 3.2.2).
6th Interim Report	<ul style="list-style-type: none"> ▪ Report on revision of Zero Waste Regulation, Procedures and Principles, Provincial Zero Waste Management Plans, Zero Waste Management Action Plan and Guidelines (Act. 3.3.2); and ▪ Guideline on best practices for civic amenity sites (Act. 3.4).

Milestones form a key part of our approach to the monitoring strategy for the project. Below we list the major milestones we believe should be used to ensure the project is on track to achieve the intended objectives. In turn, we set out each milestone and provide it with a brief description, including highlighting the timing and establishing who is responsible for the accomplishment of the milestone.

Table 12: Major Milestones

No	Milestone	Activity	Timing
M1	Inception Report prepared and submitted	Activity I.6	Month 1
M2	Design of project short video and other visibility materials (design finalised, later updated when needed)	Activity 4.4	Month 1
M3	Design 2,500 set of meeting package and 3,000 copies of project brochure (design finalised, later updated when needed)	Activity 4.4	Month 1
M4	Communication strategy and action plan (and updates)	Activity 4.1	Month 1, 7, 13, 19, 25, 31
M5	Functioning web-site of the project and active social media accounts of the project	Activity 4.3	Month 2
M6	Initial Assessment Report	Activity 1.1	Month 2
M7	General Assessment Report	Activity 1.1	Month 9
M8	Report on Circular Economy Networking Opportunities	Activity 1.3	Month 15
M9	Booklet including information about circular economy concept, summaries of assessment reports and presentations of the conference	Activity 1.2.3	Month 16
M10	Sectoral Impact Assessment Report	Activity 2.1.2	Month 13
M11	National strategy & Action Plan on waste and resource management; and Road Map	Activity 2.1.3	Month 16
M12	Report on requirements of the EU Plastics Strategy & Regulator Impact Assessment including "Single Use Plastics"	Activity 2.2.1	Month 17
M13	Roadmap documents on single-use plastics and marine litter	Activity 2.2.2	Month 18
M14	Report on results of survey (Micro-plastics and single-use plastics)	Activity 2.2.2	Month 18
M15	Report on adaptation to revised EU Waste related Directives	Activity 2.2.3	Month 21

M16	Report on monitoring requirements and recommendations on monitoring mechanism/system and overall monitoring methodology with its indicators of transition to circular economy in Turkey	<i>Activity 2.3</i>	Month 22
M17	Report on assessment of institutional, administrative, technical and financial capacities of the national (MoEU etc.) and local authorities	<i>Activity 3.1.1</i>	Month 25
M18	Report on assessment of integrated waste management infrastructure	<i>Activity 3.1.2</i>	Month 26
M19	Report on assessment of economic instruments used in integrated waste management	<i>Activity 3.1.3</i>	Month 27
M20	Report on alternative collection models	<i>Activity 3.2.1</i>	Month 28
M21	Guideline on collection of recyclable waste in line with the circular economy concept	<i>Activity 3.2.2</i>	Month 29
M22	Report on revision of Zero Waste Regulation, Procedures and Principles, Provincial Zero Waste Management Plans, Zero Waste Management Action Plan and Guidelines	<i>Activity 3.3.2</i>	Month 33
M23	20 short videos on Zero Waste	<i>Activity 3.3.3</i>	Month 35
M24	Guideline on best practices for civic amenity sites	<i>Activity 3.4</i>	Month 35
M25	Final report submitted	<i>Activity C.2</i>	Month 36

Updated Assumptions and Risks

Updated Assumptions

In designing the intervention logic, we have had to make a series of assumptions, upon which we have predicated our intervention. Should these assumptions not hold, we will then need to reconsider the intervention's nature and design. In the following table, we have broken these assumptions into three parts.

Table 13: Updated Assumptions

Assumptions	Comments	Safeguard
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<p>Assumption 1: All Turkish parties involved (ministerial bodies, state institutions, municipalities, industries, NGOs) are willing to cooperate in the framework of the project, share information and make available (human) resources to fully support the project's activities</p>	<p>All parties are encouraged to deepen their understanding of the amendments to the relevant Waste Directives as they are directly or indirectly related to the EU alignment process.. Turkey has already made progress in increasing capacity in waste management and legislative alignment, which highlights the desire to advance in the waste sector. This was contributed in particular by the launch of the First Lady's Zero Waste project, which aims to increase waste reduction and recyclable targets. There is a four-stage roadmap developed by the MoEUCC that local administrations, companies, institutions and organizations should follow in order to be included in the Zero Waste movement. A zero waste certificate is given to local administrations and institutions that establish a zero waste management system. Through the Zero Waste project, by organizing activities and visibility materials, Turkey shares a significant amount of information and makes available its human resources in order to increase knowledge and raise awareness on waste consumption and the benefits of recycling.</p>	<p>The project activities, especially for Component 1, 2 and 3, will ensure that this assumption remains valid by providing training and technical support to national and local authorities to increase knowledge, and expertise in the field while identifying the opportunities that Turkey has in transitioning to a circular economy. Capacity-building activities, which include training sessions, workshops, and conferences will ensure a maximum level of engagement/commitment and interaction with the public and other stakeholders at all levels and stages of the project.</p>
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Assumptions	Comments	Safeguard
<p>Assumption 2: Qualified persons are interested in the project from stakeholders and target groups</p>	<p>The purpose of the project is to strengthen institutional and technical capacity building at the national and local levels to contribute to more efficient resource and waste management across Turkey.</p>	<p>The training, workshops, conferences, and study visits are going to ensure that this assumption holds by preparing tailored activities and discussions on specific topics related to a circular economy dividing sessions for different target groups and stakeholders.</p>
<p>Assumption 3: The necessary technical and administrative supports are available at all levels of the project</p>	<p>In terms of technical and administrative support, we anticipate that this applies to the collaboration with the end recipient, and all consultative, planning, validation, verification and approval processes which will be undertaken as part of projects' technical activities, organisation (of events, workshops, training), and support in mobilisation of a broader range of stakeholders in line with the project's needs.</p>	<p>The assumption will be maintained through a comprehensive and systematic approach to the mobilization, engagement and stimulation of the relevant stakeholders, which is a continual project task. To ensure it, the stakeholders are grouped according to their relevance for the processes which will be supported through the technical activities, resulting in a stakeholder matrix.</p>

Assumptions	Comments	Safeguard
Assumption 4: The staff of relevant institutions is capable of developing new skills during training/workshops/study visit activities	As stipulated in this ToR, supported by this Action and beyond, Turkey is identifying new opportunities to transition to a circular economy as a way to tackle greenhouse gas emissions, the surge of waste, and the increase of the population and urbanisation.	The scope of this project activities is to broaden and integrate new skills on circular economy concepts for all relevant actors, at the national and local levels.
Assumption 5: Timely submission of information/reporting by the relevant stakeholders	This assumption addresses the issue of the stakeholders' engagement, which is- in the multi-layered, multi-stakeholder and cross-sectorial context of CE essential.	Overall, we will integrate a participatory approach throughout the project. Stakeholders and target groups are going to be able to express their concerns, their expectations and their opinions on the different activities, during the consultation processes and workshops under all Components.

Updated Risks

Table 14: Updated Risks

Risks	Impact	Indicator	Mitigation Strategy
Inefficient implementation capacity of local authorities in accordance with project outcomes	Medium	<ul style="list-style-type: none"> The number of staff members trained; and Developed national strategy, roadmap and action plan on Circular Economy 	<ul style="list-style-type: none"> Provide an institutional assessment and capacity/management assessment of all levels, and-under Component 3 particularly-local level for implementation of IWM, considering the existing regulation, Zero Waste regulation targets, and their obligations which will derive from CE transition process. A functional analysis will look at gaps, overlaps, feasibility and implementability of harmonized regulations, and suggest the best approaches as part of strategy & action plan development. Ensure continuity and active participation of the stakeholders during periods of technical assistance will be maintained. Local authorities will be particularly addressed through the consultation processes/workshops; Specific training and workshop will be organised for local authorities (to tailor the specific activities in line with the local needs and challenges. The project will focus on capacity development for the local authorities to have a well-functioning collection mechanism for recyclable waste, through design and delivery of a comprehensive ToT programme and support of implementation of one large training in three regions, as a follow up to the ToT. Closely liaise with Zero Waste project along entire period of project, to ensure synergies- and where applicable- contribute to this project's actions at local level.

Risks	Impact	Indicator	Mitigation Strategy
<p>Replacement of key staff in project and its stakeholders during and after the project duration</p>	<p>Low</p>	<ul style="list-style-type: none"> • The number of trained staff from MoEU is expected to be not less than 50. The Number of staff of Provincial Directorates of MoEU, staff of local authorities and staff of civic amenity is expected to be not less than 250 in total; and • 50 certificated trained trainers in the field of a circular economy. 	<p>The project will systematically promote:</p> <ul style="list-style-type: none"> • Sustainability by training initially 50 MoEU staff (indicatively) as trainers on integrated waste management in line with the Circular Economy. After completion of the project, these trainers will be responsible for training staff of other parties involved in the integrated waste management including local authorities as to the main responsible bodies, Provincial Directorates of the MoEU as auditing and monitoring bodies and related private sector as the operators of the system; • The knowledge-based activities will set up a bridge between experienced stakeholders and beginners. The focus of the activity will be areas that are at the same time corresponding to the responsibilities of the MoEU; and • Through internal communication, the staff is kept informed of the project's status and issues and contribute fruitfully to the exchange of information among the target groups and stakeholder. <p>Overall, the project is aiming to actively train a large number of staff members from the MoEUCC and other stakeholders to ensure more sustainability and making sure that the activities and training are in line with the MoEUCC staff member responsibilities.</p>

Risks	Impact	Indicator	Mitigation Strategy
<p>Opposition to project from several target groups benefitting from the linear economic model</p>	<p>Medium</p>	<ul style="list-style-type: none"> Identified and calculated benefits of the transition to circular economy model for Turkey (economic savings, emission reduction, energy savings, virgin/natural resource savings and opportunities for employment etc. compared to base year as the project commencement) 	<ul style="list-style-type: none"> Carefully take this aspect into account and before organising any knowledge-based activities, an assessment report will be produced to identify the environmental, economic, and social benefits and challenges of making such a transition taking into account the Turkish context; Be designed to support all target groups increase knowledge and understanding of the opportunities and the benefits of having a circular economy in Turkey by providing real solutions and examples of good practices within the other EU member states where very similar target groups, including businesses, associations, municipalities, have had similar challenges and concerns; Ensure that target groups will receive the training needed to incorporate circular economy activities into their daily responsibilities, with the support of experts, academics, and professionals in the field; and Increase awareness and study visits will be also a crucial component of the project regarding ongoing activities in the EU by visiting value chains in other EU member states, such as the Netherlands.

Risks	Impact	Indicator	Mitigation Strategy
High cost of transition to a circular economy	High	<ul style="list-style-type: none"> • Developed national strategy, roadmap and action plan on Circular Economy components; • Overall monitoring methodology developed with its indicators of transition to the circular economy in Turkey; • Recommendations on legislation revisions on waste in line with revised waste-related Directives of the EU in the Circular Economy transition period. 	<ul style="list-style-type: none"> • Developing a sectoral impact assessment study before drafting the national strategy and action plan for Turkey; • A general assessment report will be produced on the transition to a circular economy based on defined actions of the EU Circular Economy Action Plans. The reports will focus on three groups of gaps and needs: legislative, infrastructure and human resources. Furthermore, reports will also include benefits and challenges for Turkey transitioning to a circular economy as a result of the desktop studies and visits; • A framework regarding the monitoring of the implementations of the transition towards circular economy model will be developed; • Assessment of the integrated waste management infrastructure, the economic instruments used in integrated waste management; • Evaluation of a better and more effective collection mechanism (kerbside, door to door, deposit-refund system, civic amenity sites/bring and recycling centres, etc.) or a combination of them, as well as an appropriate financial system fostering better sorting and collection of recyclables (including both packaging and non-packaging) will be further assessed and evaluated; and • The development of guidelines for collection systems in line with the EU Circular Economy Package.

Risks	Impact	Indicator	Mitigation Strategy
COVID 19 situation affects the standard work organisation and/or planned activities	Low	<ul style="list-style-type: none"> National restrictive measures (prohibition of gathering, travelling etc.). 	We will continuously monitor situation and changes of the national measures, and in line with the needs, propose the mitigation strategy for the pandemic-related risks, including approaches to the alternative planning (acceptable and preferred solutions for the End-Recipient and CA), range of use of digital toolset (including types of activities which could be organised in this modality), conditions for remote work, etc. Unlike alternative planning, which can be enforced in the Inception Phase, the agreed strategy will serve as a framework guidance for any situation that can affect the project activities. Although any situation will be assessed on case-by-case basis, the strategy will allow for solutions and options ready-for-use, rather than for thinking about alternatives at critical moment for the delivery of technical outputs.

11. PROJECT IMPLEMENTATION PLAN

Objective

The purpose of the Project Implementation Plan is to provide a structure to the Beneficiary; the Ministry of Environment, Urbanization and Climate Change (MoEUCC) in terms of strategies for turning plans into actions in order to accomplish objectives and goals as desired benefits with a view of sustainability and ensuring that all the desired outcomes and benefits are achieved successfully.

Full details are found in Annex 11: Project HandBook.

According to the e-mail dated 4th March 2022, Operation Coordination Unit (OCU) members are defined and listed.

Table 15: Operation Coordination Unit (OCU) members

Name	Surname	Occupation	Title	Department	e-mail
Sadiye	BİLGİÇ KARABULUT	Chemical Engineer	Head of Department	Directorate General of Environmental Management, Zero Waste and Waste Treatment Department	Sadiye.karabulut@csb.gov.tr
Salih	EMİNOĞLU	Chemical Engineer	Deputy Department Manager	Directorate General of Environmental Management, Department of Zero Waste	salih.eminoglu@csb.gov.tr

				and Waste Treatment, Circular Economy Policies Branch Office	
Demet	ERDOĞAN	Environmental Engineer	Deputy Department Manager	Directorate General of Environmental Management, Department of Zero Waste and Waste Treatment, Domestic Waste Project Branch Office	demet.erdogan@csb.gov.tr
Meltem	BÖLÜK	Agricultural Engineer	Deputy Department Manager	Directorate General of Environmental Management, Department of Zero Waste and Waste Treatment, Medical and Special Wastes Branch Office	meltem.boluk@csb.gov.tr
Ece	DİNSEL	Chemical Engineer	Environment and Urban Planning Expert	General Directorate of Environmental Management, Department of Zero Waste and Waste Treatment, Circular Economy Policies Branch Office	ece.dinsel@csb.gov.tr
Ayşe Banu	GÖZET	Environmental Engineer	Environment and Urban Planning Expert	General Directorate of Environmental Management, Department of Zero Waste	abanu.gozet@csb.gov.tr

				and Waste Treatment, Industrial Waste Management Branch Office	
Münüre	TÜRKMEN	Environmental Engineer	Environment and Urban Planning Expert	General Directorate of Environmental Management, Department of Zero Waste and Waste Treatment, Domestic Waste Project Branch Office	munure.turkmen@csb.gov.tr
Nazlı	YENAL	Biologist	Environment and Urban Planning Expert	General Directorate of Environmental Management, Department of Zero Waste and Waste Treatment, Zero Waste and Packaging Waste Management Branch Office	nazli.yenal@csb.gov.tr
Emre Cihan	KAVLAK	Environmental Engineer	Environment and Urban Planning Expert	General Directorate of Environmental Management, Department of Zero Waste and Waste Treatment, Zero Waste and Packaging Waste Management Branch Office	ecihan.kavlak@csb.gov.tr

Impacts of Project Implementation

The project’s support focuses on the to the exploration of Turkish potential for transition to circular economy, establishment of the national strategic framework for transition to the circular economy and consolidation of the national (regulatory) system of waste management with the EU Circular Economy Package.

Strategic, policy, action and legal/regulatory frameworks for Circular Economy are cross-cutting and will correlate with a range of sectorial and horizontal national processes. CE transition will depend on other national policies in other sectors, and it will tackle further, sector-specific developments. Only through cross-referencing, the Circular Economy policy will be successful, and the purpose of (first) benchmarking process, and (next) strategic and regulatory impact assessments will serve the objective of the design of a realistic, comprehensive, and implementable national approach.

The complementary- and cross-cutting- areas of project support will be provided in domains of administrative and capacity building (for design and implementation of CE policies); stakeholders engagement, mobilization and wide-national consensus building over directions of national reforms and transition to CE and related awareness raising and promotion of CE approaches at large.

The project will ultimately support Turkey's transition to the Circular Economy, with focus on the key impact areas:

Table 16: Key Impact Areas

<p>Strategic and policy framework for Circular Economy</p>	<p>The project will support the establishment of a comprehensive national Strategy on waste and resource management & implementable Action Plan, realistic and evidence-based Roadmap on Single-Use-Plastics and Marine Litter, and related legislative and regulatory processes of harmonization with EU Circular Economy Package.</p> <p>In the complex context guided by a range of policies and approaches such as EU Circular Economy Package, setting of benchmarks is crucial and assessment of the potential of Turkey on transition to circular economy. First, it needs to be decided on how to formulate the benchmarks against which the assessment will be performed, considering the nature, and scope of CEAP I and CEAP II and EU CE Package. Secondly, the benchmarking process must be able to address a range of angles- from policy relevance and consistency, over institutional & administrative preconditions, to country's readiness to start and effectively implement the reform/transition process. Thirdly, benchmarking must address the economic/private sector, and ensure that research & analyses, surveys and consultations with companies are reflected to the proposed Turkish pathway & pace of CE transition.</p> <p>The new CE policy framework will build upon (and contribute to) the existing national policies and their respective sustainable development targets, such as 11th National Development (NDP) (2019-2023), and Climate Change Strategy (2010-2023). Furthermore, it will consider the objectives and targets set under the national action framework, through the National Waste Management Action Plan (2016-2023), Climate Change Action Plan (2011-2023), while- creating a policy environment that</p>
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	<p>will ensure that the further action planning in these (and other relevant sectors) is fully reflecting on CE principles and targets. Through the development of the realistic, implementable national strategy, Turkey will have a structured policy approach to meeting the EU Integrated Environmental Approximation Strategy's objective of reducing waste production and contribute to the accession process by increasing synergies between the relevant EU policies and national policies and developing the required monitoring and evaluation mechanism.</p> <p>In Turkey's 11th Development Plan (2019-2023), actions have been determined to develop a zero waste system. Turkey's Medium and Long Term Program (2022-2024) includes the dissemination of zero waste, including households, as an action. In this context, contribution will be made to the country's upper scale strategy documents.</p>
Regulatory framework for Circular Economy	<p>Support in creation of a regulatory framework for Circular Economy will focus on the legal gap assessment (and planning of legislative actions) in relation to the EU Circular Economy package. Besides closer look at the revised Waste Directives, SUP Directive, with reflections on initiated EU acquis developments, the project will assess the effects of the new Zero Waste legislation and provide a comprehensive set of recommendations for further harmonization of national legal and regulatory system. The support also comprises the assessment of management, implementation, enforcement capacity, analyses of infrastructure and feasibility of specific models for Turkish context. Coupled with elements of benchmarking analysis- and particularly, surveys and consultations with private sector, the proposed regulatory solutions will be the feasible, acceptable, and ultimately- the best for Turkish context (i.e., economic instruments for integrated waste management). Also, the sectorial impact assessment and regulatory impact assessment will feed into the design of the Turkish regulatory system.</p>
Institutional and administrative building for implementation of Circular Economy	<p>Institutional building is constituent part of all processes which will be supported through the project. At the most general level, the project will provide an institutional and functional analysis, the project will support the mapping of competences and providing recommendations to secure the consistency, administrative clarity (no-overlaps in terms of both vertical or horizontal divisions). The most evident example (but not only one) is the support in establishment of the Circular Economy Centre, which will eventually assume the CE monitoring function.</p> <p>Assessment of institutional capacities and system will be an important part of benchmarking- considering implementing/enforcement capacities for the proposed approaches and determination of competent authorities for new policy actions. It will also be expanded to the IWM analysis, specifically by looking at the local capacities.</p>
Capacity building for implementation of Circular Economy	<p>Capacity building targets the MoEUCC staff and aims at building of their respective capacities and capabilities to- first- take decisions on the pathway, pace and targets of the CE transition process, and secondly- to efficiently manage the reform process. To this end, the project will offer a range of structured and systematic analyses, with assessment processes which address all angles needed to provide a baseline for an informed decision-making process. Technical capacity will be built also through the</p>

	<p>provision of the high-class expertise and particularly- through insights into the best EU practices, lessons learnt, transfer of the first-hand experience (from institutional, but also, private sector point of view). A great attention will be given to the assessment of different models, approaches, systems created at the EU level, with more in-depth analysis of their implications and effects for those which are considered as relevant for Turkey.</p> <p>Capacity building aspect will also be addressed as part of the project, in two ways:</p> <ul style="list-style-type: none"> • Trainings and workshops will be used for transfer of theoretical and practical knowledge on CE to the MoEUCC and key target groups pertinent to all processes supported through project. A target group will include all relevant stakeholders for the process concerned, determined by their role in decision making process, and subsequent- implementation & enforcement. • Assessment the current institutional set up for Integrated Waste Management (IWM) system, capacity needs assessment, and- by provision of a comprehensive capacity building programme as part of each process supported by the project.
<p>Awareness raising and promotion of CE</p>	<p>Component 4 Activities will contribute to increasing general awareness among key stakeholders, as well as public awareness on CE principles, key concepts behind it, policy objectives. It is aimed at building of a broad consensus, acceptance and support to the transition to the CE, ranging from the changing of production patterns (economic sector) to changing consumption patterns.</p> <p>Turkey's target for 2023 is not to send waste to uncontrolled dump sites. As a requirement of Regulations for Municipal Solid Waste Landfills, there is a 60% recovery target in 2035; With the National Waste Policy Action Plan (2023-2035), studies on the facilities needed for this target are continuing. In the long term, it is aimed to reduce the amount of waste sent to landfill and to prevent the storage of unprocessed waste.</p> <p>A more integrated waste management system, reduction of uncontrolled landfills, increase of recycling activities, and expansion of a separate collection system of wastes will also be in the centre of communication and stakeholders consultation processes- executed through national level, and regional workshops and meetings. Finally, close liaising with Zero Waste project, and creation of synergies in every aspect of the work and eventually, promotion of this project's results and achievements will largely contribute to the outreach objectives and promotion of CE policy in the country.</p>

12. PROJECT IMPLEMENTATION STRATEGIES AND ACTIVITIES

Project Implementation Strategy

Technical Activities focus on developing a benchmark analysis between the EU Circular Economy Package and Turkey to identify the areas to be improved and further updated, the current gaps and the benefits of moving away from a linear growth model. Secondly, the project will strengthen

national administrative capacities and foster the knowledge, and awareness of national and local authorities in Turkey on the EU Circular Economy Package incorporating concrete solutions on how to amend local legislation and ensure effective implementation of circular economy activities locally. Project support will result in an evidence based, informed national decision on the strategy and action plan harmonised with the EU circular Economy Package, strengthened national-institutional and technical capacity- on transition to Circular Economy and widely promoted concepts of the circular economy, more efficient waste and resource management across Turkey.

Ultimately these actions will contribute to:

- Strengthening of national technical capacity for transition to Circular Economy, in line with EU Circular Economy Package;
- Strengthening of national administrative capacity for effective planning and management of transition process, as well as enforcement of Circular Economy strategy, action plan, roadmaps;
- Captivating the main components, legislation, and requirements of the EU Circular Economy;
- Developing a more effective resource and waste management system;
- Making significant progress in the alignment of the Environmental Acquis with EU Circular Economy package, and determination of the Turkish pathway, pace and approaches suitable for the national context;
- Raising awareness, knowledge, capacities of all relevant actors for Circular Economy related processes and objectives, both at the local and national level;
- Mobilization, awareness raising and consensus building among key economic/private sector stakeholders for success of the reform process, and
- General awareness raising of public, students and sectors, including mobilization and sensitization of specific target groups on CE concepts, principles, consumption patterns, waste management, business models, information sharing portals, achievements, changes and threats in the world etc.

The progress and success of the Project will be measured against the achievements of the milestones, using the pre-defined sets of indicators, as outlined in this Report. We have also identified the tangible benefit for the Beneficiary, identifying the change that they can expect to see by the time the milestone is achieved.

Stakeholder Management and Strategy

The TAT will continuously manage the stakeholders throughout the Project. The stakeholder management is a critical project management activity that starts in the Inception Phase and continues to the closure of the Project where we record stakeholders' overall project experience and satisfaction. (Please see Annex 4: Situational Analysis and Stakeholder Mapping)

The Consortium always values the provision of accurate information and will ensure that stakeholders are kept informed throughout the transition out period. This may include providing clear, simple, and consistent messaging throughout the project period. The Project Director will make sure that there is a constant flow of information to and from the MoEUCC. The TAT will continually analyze stakeholder engagement to assess how stakeholders, in particular, external stakeholders that are approved by the MoEUCC, are reacting or change their attitudes towards the piloting process and will take corrective measures to improve engagement if required. The TAT will ensure from the start of the Project that we disseminate the results that the TAT will achieve and to publicize the measures we have taken to sustain the impacts.

13. TRANSITION-OUT PLAN

Project Handover

The project handover is an essential process to be defined in the Project Implementation Plan. It mainly involves an incremental transfer of knowledge from the project team to the Beneficiary. During the project handover, the TAT will provide a comprehensive package of the project’s deliverables to the Contracting Authority and Beneficiary and ensure that the Beneficiary is fully equipped to carry the work forward. The project handover plan will:

Identify key stakeholders;

Indicate the date for handover of the Project;

Involve a communication plan;

Present change management issues, and how they will be handled;

Develop appropriate pieces of training (such as training on software, training on website, or any other training needed to transfer know-how together with all related data and information from the TAT to OCU in order to keep smooth functioning and the sustainability of project outputs);

Present a clear risk management plan (in order to identify risks that can be faced by when all the tasks and responsibilities are already hand-overed from the TAT after the project ended and eliminate those risk).

The transition-out plan is used to define how the project deliverables will be integrated into ongoing operations and, in turn, will be used effectively after project completion. TAT will ensure that the Project Exit (Transition-out) Strategy is properly executed, including by conducting a final briefing session to make sure that all project details are summarized comprehensively for the Beneficiary.

The Project anticipates that transition-out of the Project would occur over a 6-month time frame (Table 6). The TAT would expect to undertake a transition-out in three phases, shown in

Table 17: Transition-out of the Project

Phase	Time frame	Details
Preparation	Approximately 3 months prior to the project end	Identify all resources and prepare for the transition. This would occur prior to project completion and involve the development of a more specific exit plan and time frame. This phase includes the preparation of the Draft Final Report.
Transition	Approximately 6-8 weeks prior to the project end	Transition all resources to the Beneficiary. This would ideally begin before the Project End Date and would be dependent on lead time and whether the transition was possible extended for some time, where necessary. This stage includes the submission of the Draft Final Report no later than one month before the end of the implementation period.
Finalize	Approximately 2 months following	Complete all paperwork and dispense liabilities. This phase will likely occur not later than 60 days after the end of the implementation period.

	the contract end date	
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The TAT will discuss all lessons learned and post-project recommendations during the final briefing session, including those relating to project definition and planning (scope, deliverables, resources etc.), project communications, project documentation, change control, risk management, decision making, successes, mistakes and failures, team dynamics, and overall project performance. These will be presented and discussed at the Final Steering Committee meeting so that lessons learned can be transferred to future projects. The activities presented in **Figure 2** will be delivered as a part of the project handover.



Figure 1. Project Handover

The TAT will prepare a final report and a final invoice at the end of the period of implementation of the tasks. The TAT will submit the Draft Report and Final Report, which will include the content indicated in Table 7.

Table 18: Draft and Final Reports

Report Type	Contents	When
Draft Final Report	Short description of achievements including problems encountered and recommendations	No later than one month before the end of the implementation period
Final Report	Short description of achievements including problems encountered and recommendations; a final invoice and the financial report accompanied by the expenditure verification report.	Within one 60 days of receiving comments on the draft final report

14. LIST OF ANNEXES

- Annex 1 – Administrative Orders issued during the reporting period
- Annex 2 – Meeting Minutes conducted during the reporting period
- Annex 3 – Contact Details of OCU, TAT and Stakeholders
- Annex 4 – Situational Analysis and Stakeholder Mapping, List of NKEs
- Annex 5 – Deliverable Acceptance Plan and Comparison table
- Annex 6 – Transition Plan
- Annex 7 – Communication Strategy and Action Plan
- Annex 8 – Logframe
- Annex 9 – Official Correspondence
- Annex 10 – Table of Activities

Annex 11 – Project Handbook

Annex 12 –Budget Breakdown

Annex 13 - Indicator Analysis

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