

**ANNEX A1**  
**DESCRIPTION OF THE ACTION**



**TWINNING WORK PLAN**

*The Ministry of Environment and Forestry of TURKEY (hereinafter referred to as the Beneficiary State) represented by **Dr. Mustafa Şahin**, Deputy General Director, Directorate General for Environmental Management – Ministry of Environment and Forestry, as Project Leader, and Mr. Sedat Kadioğlu, Deputy Undersecretary as Senior Project Officer of the abovementioned Ministry,*

*of the one part,*

*And the Ministry of Environment and Rural and Marine Affairs of SPAIN (hereinafter referred to as the Member State) represented by **Mrs. Maj-Britt Larka Abellán**, Deputy General Director, Directorate General for Environmental Quality and Assessment – Ministry of Environment and Rural and Marine Affairs, as Project Leader, and Mrs. Soraya Rodríguez Ramos, Secretary of State of International Cooperation – Ministry of Foreign Affairs,*

*of the other part*

**HAVE AGREED ON THE FOLLOWING WORK PLAN WHICH THEY UNDERTAKE TO IMPLEMENT JOINTLY:**

**ARTICLE 1. BACKGROUND**

**1.1. BC policy developments in the sector**

A key aspect in the environmental acquis is the introduction of integrated environmental approaches. In this respect the IPPC Directive (2008/1/EC) forms the major corner stone.

Level of protection of the environment taken as a whole by introducing integrated prevention and control of pollution arising from the activities listed in Annex I of the IPPC Directive is not sufficient in Turkey.

Framework conditions to achieve reform of the administrative, legal and technical structures to implement integrated environmental permitting of IPPC installations are not present and need to be established.

Turkey has no integrated pollution prevention system and is far from meeting the requirements of IPPC Directive (2008/1/EC), which is the core tool for environment regarding industrial pollution.

Criteria included in IPPC Directive are covered in Turkish environmental administrative system; however, every aspect in the Directive has its own individual procedure, either a permit or a license, not coordinated-sometimes causing conflicts. Lots of permits and licenses in number, despite the low administrative capacity of environmental competent authorities, not only put heavy bureaucratic burden on investments, but reduce the effectiveness of pollution control as well. A coherent, effective permitting regime, accompanied by improved considerations such as: at source pollution abatement, minimizing resource utilisation and waste generation and protection of environment as a whole, will provide harmonization of this piece of EU Acquis and boost effectiveness in pollution prevention and control in Turkey. The project will be a tool to have a number of benefits in one.

### **1.2. Beneficiary institutions and other parties involved**

The main ministries and agencies of the BC, which participate in and benefit from the project are:

- Beneficiary: Ministry of Environment and Forestry (MoEF)

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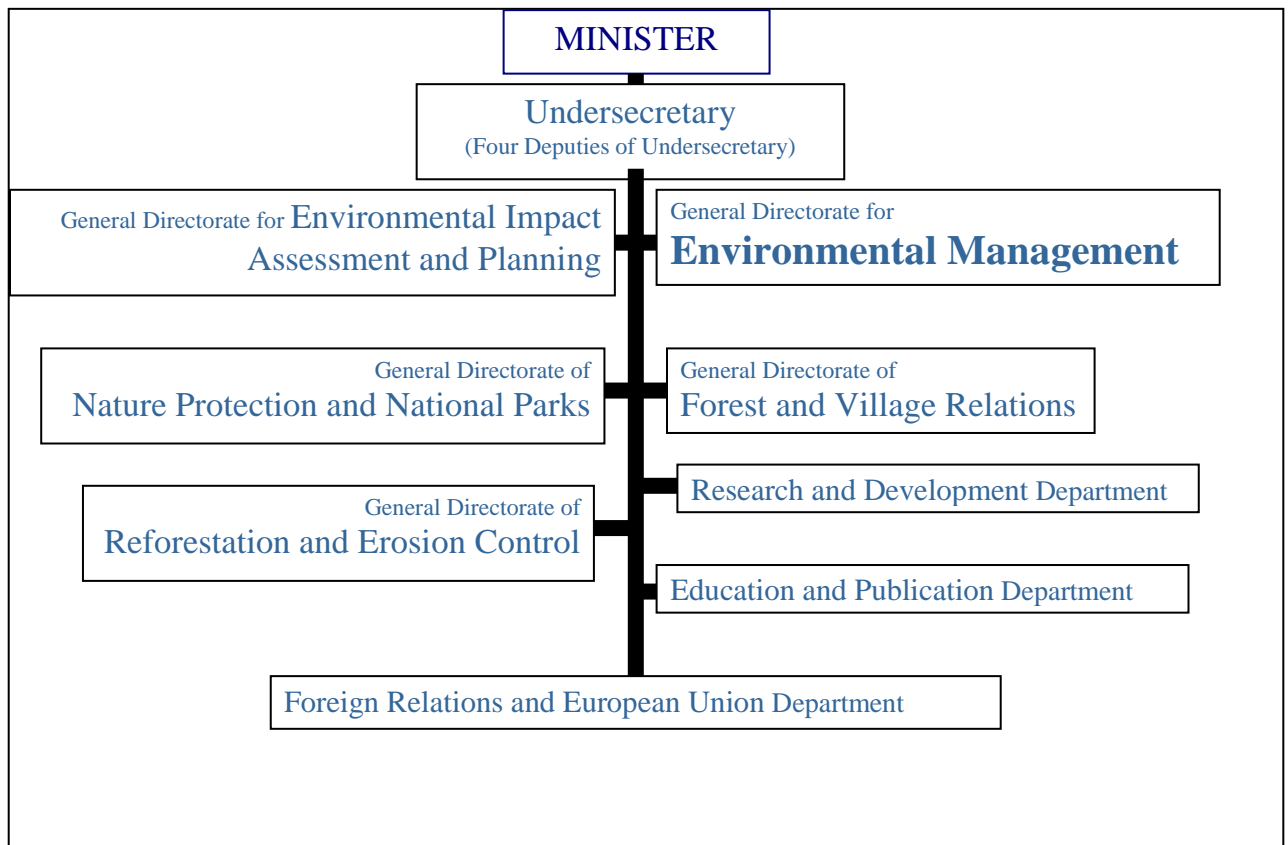
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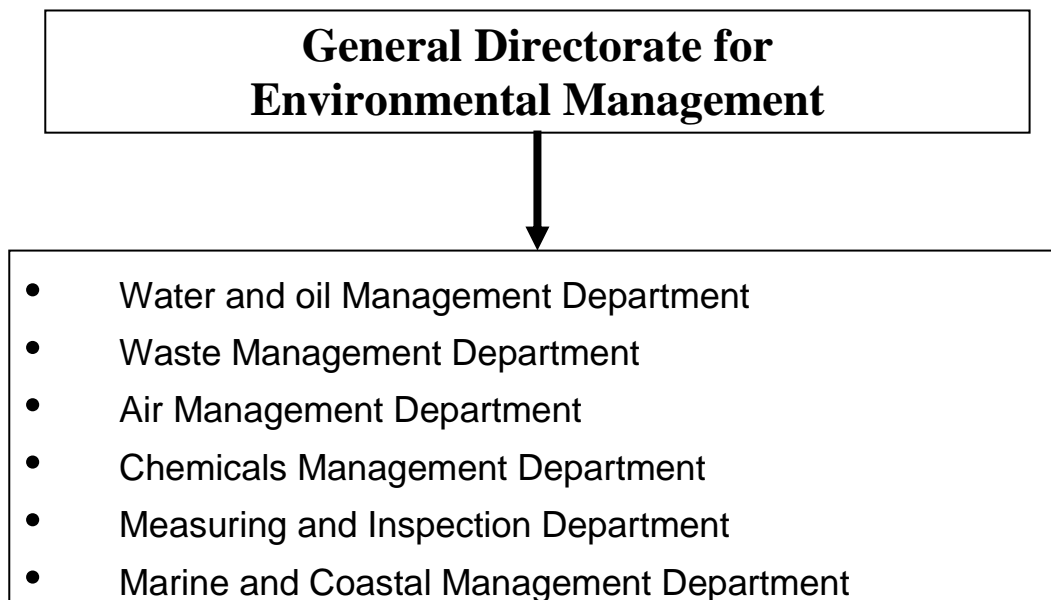
MoEF is the main body in Turkey responsible for the environmental issues such as

- protection of and improving the environment,
- preventing, monitoring environmental pollution,
- introducing sustainable development principles, clean production, use of renewable resources,
- permitting, licensing, auditing, monitoring of all kinds of activities in case there might be environmental impacts,
- making policies, preparing and enforcing legislative tools,
- providing coordination among stakeholders in environmental issues.

These tasks are majorly carried out by DG Environmental Management in the Ministry. A chart of the central organization of the Ministry is provided below.



DG Environmental Management comprises 6 Departments based on receiving environmental media types.



### 1.3. Parallel or related projects in the field

**Linked EC financed activities:****Air Quality Twinning Project**

Council Directive 2001/80/EC on Large Combustion Plants was studied in scope of the project, which is the first component of the “Project of Assistance to Turkey in the field of Air Quality, Chemicals, and Waste” TR03-EN-01/TR03-02-03 carried out in scope of Year 2003 Financial Cooperation PHARE Program. Meetings will be held by the RTA with the beneficiaries of that project to see which outputs should be reviewed or taken into consideration for the purposes of the IPPC Twinning.

**Developing Capacity in Implementation and Enforcement of Environmental Legislation in Turkey through the IMPEL Network.**

This EU funded project in 2004 established templates (in English) for integrated IPPC permitting and inspection, as well as a proposal for the establishment of an Environmental Agency in Turkey responsible for integrated (IPPC) permitting in Turkey. The outputs of this project are considered of high quality, and will be reviewed by the Twinning team, to use them as much possible.

**Twinning Project TR/2004/IB/EN/03, Harmonisation And Implementation Of The Directive On Biocidal Products**

The Austrian-Turkish Biocidal Twinning Project is the second Twinning in Turkey under the leadership of Austria; Austria is Junior partner in four Twinning Projects with Turkey, and the project is completed.

The partnership in our Biocidal Twinning is only in a close sense a project of the Federal Austrian Environment Agency and the Turkish Ministry of Health. Rather the partnership has a European dimension: besides the Austrian Biocidal Institution and other state institution, leading Experts of their national authorities from Slovakia, Italy, Germany, Great Britain, France, Ireland, Denmark and Malta could be attained for collaboration. About 50 EU- Experts (Short and Medium Term Experts, STEs and MTEs) distributed over 200 missions and more than 800 working days in Turkey in service of the project aim.

Meetings will be held by the RTA with the beneficiaries of that project to see which outputs should be reviewed or taken into consideration for the purposes of the IPPC Twinning.

**Technical Assistance in the Field of Chemicals–TeACH (EUROPEAID/120220/D/SV/TR )**

Specific Objective of the Project were to establish the necessary system, institutional structure, the institutional capacity and the legal framework and to strengthen the regulatory cycle for implementation of the two key EU Chemicals Directives in Turkey (67/548/EEC and 1999/45/EEC Directives) and their two daughter Directives (91/155/EEC and 93/67/EEC).

Meetings will be held by the RTA with the beneficiaries of that project to see which outputs should be reviewed or taken into consideration for the purposes of the IPPC Twinning.

**Twinning Project TR/2009/IB/EN/01, Control of Industrial Volatile Organic Compound Emissions**

This project, still not under implementation, has as main objective to develop administrative and legal conditions and structures to harmonise and implement the three EU Volatile Organic Compound Directives (Storage-94/63/EC, Solvents-99/13/EC, Paints-2004/42/EC).

Meetings will be held by the RTA with the beneficiaries and RTA of that project to have a clear mutual idea of the outputs expected and establish a periodic exchange of information and outputs.

**Capacity Building on Implementation of Seveso II Directive in Turkey.**

This project, still not under implementation, has as main objective to strengthen the administrative and institutional capacity of central and local bodies that are responsible for future implementation of the Seveso II Directive in Turkey.

Meetings will be held by the RTA with the beneficiaries and RTA of that project to have a clear mutual idea of the outputs expected and establish a periodic exchange of information and outputs.

**Linked other donor activity**

“Capacity building on the adoption and implementation of the IPPC Directive in Turkey”. This project was financed by the Dutch Government (MATRA-PSO) in 2003-2004 and targeted at training and a legal and institutional analysis required for establishing a future IPPC implementation structure “IPPC implementation in Turkey”. This project was also financed by the Dutch Government (MATRA-PSO) in 2006-2007 and targeted at (1) the establishment of an action plan (including road map) for IPPC implementation in Turkey and (2) a training programme on IPPC permitting at selected IPPC pilot plants. Within the framework of this project a Strategy Development Team was established and three working groups consisting of Turkish stakeholders from other line Ministries and the industrial sector and NGOs. The working groups have elaborated subsequently

- Working Group 1: A legal and institutional analysis and the number of IPPC installations in Turkey
- Working Group 2: Options paper for IPPC implementation in Turkey
- Working Group 3: Strategy and Road Map for IPPC implementation in Turkey

## **ARTICLE 2. ACQUIS COMMUNAUTAIRE – PROJECT FICHE FIELD OF COOPERATION WITH THE EU**

### **2.1. Acquis to be directly implemented through the project**

All the legislation, normative, rules and decisions of the European Union, related to the control of pollution due to emissions of installations and industrial facilities falling under the scope of the IPPC Directive 96/61/EC, which are part of the acquis communautaire and the best practices in the EU Member States. In case a new Directive on industrial emissions (currently under preparation) is approved during the implementation of the project, work will concern as well acquis related to the Directives which will be recast into this new Directive.

### **2.2. Acquis for reference**

#### **2.2.1. Main EU legislation related to the project.**

- Council Directive 96/61/EC of 24 September 1996 concerning integrated pollution prevention and control (IPPC) (OJ L 257 of 10 October 1996), and its update, IPPC Directive 2008/1/EC of 15 January 2008 (OJ L 24/8 of 29 January 2008).
- Commission Decision 2000/479/EC of 17 July 2000 on the implementation of a European pollutant emission register (EPER) according to Article 15 of Council Directive 96/61/EC concerning integrated pollution prevention and control (IPPC).
- Regulation (EC) No 166/2006 of the European Parliament and of the Council of 18 January 2006 concerning the establishment of a European Pollutant Release and Transfer Register and amending Council Directives 91/689/EEC and 96/61/EC.
- Proposal of 21 December 2007 for a Directive of the European Parliament and of the Council on industrial emissions (integrated pollution prevention and control) (recast version) [COM(2007) 844- Not published in the Official Journal].
- Communication of 21 December 2007 from the Commission to the Council, the European Parliament, the European Economic and Social Committee and the Committee of the Regions: "Towards an improved policy on industrial emissions" [COM(2007) 843 final - Not published in the Official Journal].
- Air Quality Framework Directive 96/62/EC.
- Directive on Access to Environmental Information 2003/4/EC.
- Public Participation Directive 2003/35/EC.

**2.2.2. Directives referred to in articles 19(2), (3) and 20 of the IPPC Directive 2008/1/EC.**

- Council Directive 87/217/EEC of 19 March 1987 on the prevention and reduction of environmental pollution by asbestos.
- Council Directive 82/176/EEC of 22 March 1982 on limit values and quality objectives for mercury discharges by the chlor-alkali electrolysis industry.
- Council Directive 83/513/EEC of 26 September 1983 on limit values and quality objectives for cadmium discharges.
- Council Directive 84/156/EEC of 8 March 1984 on limit values and quality objectives for mercury discharges by sectors other than the chlor-alkali electrolysis industry.
- Council Directive 84/491/EEC of 9 October 1984 on limit values and quality objectives for discharges of hexachlorocyclohexane.
- Council Directive 86/280/EEC of 12 June 1986 on limit values and quality objectives for discharges of certain dangerous substances included in List I of the Annex to Directive 76/464/EEC.
- Directive 2000/76/EC of the European Parliament and of the Council of 4 December 2000 on the incineration of waste ("Waste Incineration Directive"), OJ L 332, 28.12.2000, p. 91.
- Council Directive 92/112/EEC of 15 December 1992 on procedures for harmonising the programmes for the reduction and eventual elimination of pollution caused by waste from the titanium dioxide industry.
- Directive 2001/80/EC of the European Parliament and of the Council of 23 October 2001 on the limitation of emissions of certain pollutants into the air from large combustion plants ("LCP Directive"), OJ L 309, 27.11.2001, p. 1.
- Directive 2006/11/EC of the European Parliament and of the Council of 15 February 2006 on pollution caused by certain dangerous substances discharged into the aquatic environment of the Community.
- Directive 2006/12/EC of the European Parliament and of the Council of 5 April 2006 on waste.
- Council Directive 75/439/EEC of 16 June 1975 on the disposal of waste oils.
- Council Directive 91/689/EEC of 12 December 1991 on hazardous waste.

- Council Directive 1999/31/EC of 26 April 1999 on the landfill of waste.

**2.2.3. Legislation, mentioned in the proposal for a Directive on industrial emissions, not mentioned in the previous list.**

- Council Directive 78/176/EEC of 20 February 1978 on waste from the titanium dioxide industry, OJ L 54, 25.2.1978, p. 19.
- Council Directive 82/883/EEC of 3 December 1982 on procedures for the surveillance and monitoring of environments concerned by waste from the titanium dioxide industry, OJ L 378, 31.12.1982, p. 1.
- Council Directive 1999/13/EC of 11 March 1999 on the limitation of emissions of volatile organic compounds due to the use of organic solvents in certain activities and installations ("VOC Solvents Directive"), OJ L 85, 29.3.1999, p. 1.

**2.2.4. Other EU legislation related to the project.**

- Council Directive 85/337/EEC of 27 June 1985 on the assessment of the effects of certain public and private projects on the environment (OJ L175 of 5 July 1985). Modified by Directive 1997/11 (OJ L73 of 14 March 1997) and by the By-law on Environmental Impact Assessment no. 26939 of 17th of July of 2008.
- Council Directive 96/82/EC of 9 December 1996 on the control of major-accident hazards involving dangerous substances.
- Directive 2000/60/EC of the European Parliament and of the Council of 23 October 2000 establishing a framework for Community action in the field of water policy.
- Directive 2003/87/EC of the European Parliament and of the Council of 13 October 2003 establishing a scheme for greenhouse gas emission allowance trading.
- Council Decision 2005/370/EC of 17 February 2005 on the conclusion, on behalf of the European Community, of the Convention on access to information, public participation in decision-making and access to justice in environmental matters [Official Journal L 124, 17.5.2005].



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### ARTICLE 3. MANDATORY RESULTS (OUTPUTS)

	Intervention Logic	Benchmarks	Sources of Information	Assumptions (external to the project)
<b>Overall Objective</b>	To achieve a high level of protection of the environment by introducing integrated prevention and control of pollution	Reduced industrial pollution rates on Turkish air, water and soil resources by the date of accession as compared to baseline 2007.	International and national Environmental Pollution control and evaluation reports and other relevant documents	<ul style="list-style-type: none"> <li>• On-going Government commitment to restructure the economy and institutions in line with EU requirements;</li> <li>• Timely collaboration of other Ministries and Public Institutions involved in the process of implementation and enforcement of adopted legislation;</li> <li>• Timely meeting of deadlines and milestones of the Technical Assistance Project complementing this Twinning.</li> </ul>

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<b>Project Purpose</b>	<p>The establishment of the framework conditions to achieve reform of the administrative, legal and technical structures to implement integrated environmental permitting of IPPC installations in Turkey by the end of the project.</p>	<p>An integrated environmental permitting regime is introduced, with legal basis, institutional framework drawn, several supporting materials and staff trained in key industrial sectors.</p>	<p>Commission progress reports on Turkey</p>	<ul style="list-style-type: none"> <li>•Governmental interest on reducing and controlling pollution caused by industrial sources on water, soil and atmosphere</li> <li>•Industry awareness concerning IPPC requirements, including the use of BAT.</li> </ul>
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### Mandatory Results

	Intervention Logic	Benchmarks	Sources of Information	Assumptions
1	Institutional Framework and functions for the coordination and implementation of IPPC defined in detail.	<p>1.1.1.3 Updated version of the Roadmap ready and approved by the beneficiaries until month 5.</p> <p>1.3.1.4. Final version of the document defining the administrative structures for the implementation of the IPPC Directive in Turkey, incorporating the beneficiaries' comments, delivered in Ankara by month 8.</p> <p>1.4.1.4. Final version of the document identifying public bodies and stakeholders which should be coordinated, suggesting coordination procedures and needed resources, according to the input and work from mission 3, delivered in Ankara by month 9.</p>	<p>Updated version of the Roadmap</p> <p>Final version of the document defining the administrative structures for the implementation of the IPPC Directive in Turkey.</p> <p>Final version of the document identifying public bodies and stakeholders which should be coordinated.</p> <p>Questionnaire of benchmark 1.2.1.3</p> <p>Programmes of the study tours</p> <p>Reports of BC participants in the study tours</p> <p>Missions reports</p> <p>Minutes of the Project</p> <p>Steering Committee Meetings</p>	<p>Broad consensus and cooperation on the implementation plan.</p> <p>High level political support for establishing the institutional structure and capacity required to implement the Directive.</p> <p>Outputs of the previous projects are available.</p> <p>Information and feedback from industries provided following the specifications of subcomponents 1.1, 1.2, 1.3, 1.4</p>

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2	Legislative alignment achieved and policy options (strategy and timetable for the full implementation of the IPPC Directive) developed and agreed for effective implementation of IPPC in Turkey by the end of the project	<p>2.1.3.3. Final version of the IPPC implementation strategy, delivered in Ankara by month 24.</p> <p>2.2.1.3. Final draft of the IPPC legislation which is to be subject to public consultation, delivered in Ankara by month 10.</p> <p>2.2.2.4. Final draft of the IPPC legislation, delivered in Ankara by month 17.</p> <p>2.2.2.5 Letter of Approval by the High Level in MoEF, in Ankara by month 18</p>	<p>Final version of the IPPC implementation strategy</p> <p>Final draft of the IPPC legislation which is to be subject to public consultation.</p> <p>Final draft of the IPPC legislation.</p> <p>Letter of Approval by the High Level in MoEF</p> <p>Missions reports</p> <p>Minutes of the Project</p> <p>Steering Committee Meetings</p>	<p>Broad consensus and cooperation on the implementation plan.</p> <p>High level political support for establishing the institutional structure and capacity required to implement the Directive.</p> <p>Outputs of the previous projects are available.</p> <p>Information and feedback from industries provided following the specifications of subcomponents 1.3, 1.4, and activities 2.1.3, 2.2.1 and 2.2.2</p>
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3	<p>Required technical, institutional and financial capacities for Competent Authorities for future IPPC implementation have been determined at the end of the project</p>	<p>3.1.5. Final version of document estimating the resources needed from the side of the Public Sector, delivered in Ankara by month 23</p>	<p>Document estimating the resources needed by the Public Sector.</p> <p>Twinning quarterly reports and documentation;</p> <p>Minutes of the Project</p> <p>Steering Committee Meetings</p>	<p>Broad consensus and cooperation on the implementation plan.</p> <p>High level political support for establishing the institutional structure and capacity required to implement the Directive.</p> <p>Outputs of the previous projects are available.</p> <p>Updated version of the list of IPPC installations in Turkey available by month 20.</p> <p>Information and feedback from industries provided following the specifications of activity 3.1</p>
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4	<p>Further increase of the institutional and technical capacity of all relevant stakeholders, especially the industry concerned, the NGOs concerned and the designated Competent Authorities for IPPC permitting.</p>	<p>Relevant information about the implementation of the IPPC Directive in Spain and Poland provided in activities 1.2.1 – 4, 2.1.1, 2.1.2</p> <p>2.1.2.2. Document analysing the options and making recommendations for the elaboration of sector guides and the implementation of BREFs, delivered in Ankara by month 10.</p> <p>Basic guides for both industry and Public Administration, as well as sector guides for 4 sectors, prepared following the schedule detailed in activity 2.1.4</p> <p>2.1.5.2. Document clarifying the relation between legislation, BREFs, e-PRTR register and reporting documents demanded by the requirements imposed by Directives related to the IPPC Directive, delivered in Ankara by month 12.</p> <p>8 integrated training rounds, each with approximately 20 participants, dedicated on selected industrial IPPC sectors have been held by month 24, following the schedule detailed in activity 4.2.</p> <p>80 % of all trainees of the above training program have declared that they have acquired sufficient skills to implement their roles and functions in the IPPC permitting process by month 24</p>	<p>Document analysing the options and making recommendations for the elaboration of sector guides and the implementation of BREFs</p> <p>Basic guides for both industry and Public Administration, as well as sector guides for 4 sectors</p> <p>Document clarifying the relation between legislation, BREFs, e-PRTR register and reporting documents demanded by the requirements imposed by Directives related to the IPPC Directive</p> <p>Reports of training missions</p> <p>Examples of IPPC permits prepared during the training sessions</p> <p>Answers of the participants to the evaluation questionnaires</p> <p>Minutes of the Project</p> <p>Steering Committee Meetings</p>	<p>Broad consensus and cooperation on the implementation plan.</p> <p>High level political support for establishing the institutional structure and capacity required to implement the Directive.</p> <p>Information and feedback from industries provided following the specifications of activities 2.1.2, 2.1.4, 2.1.5, 4.1 and 4.2.</p> <p>Trainees able to attend the complete training cycle within at least one industrial sector.</p>
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### Activities

Intervention Logic		Benchmarks	Sources of Information	Assumptions
<b><u>Component 0: Opening and closing events</u></b>				
Act. 0.1	Opening events	<ul style="list-style-type: none"> <li>• 0.1.1 Plenary session and meetings held in Ankara by month 4. Beneficiaries: MoEF staff related to the control of industrial emissions (30 experts). The implementation of the activity will take place along 3 days.</li> </ul>	<ul style="list-style-type: none"> <li>• Minutes summarising presentations and discussions</li> </ul>	
Act. 0.2	Closing events	<ul style="list-style-type: none"> <li>• 0.1.2. Plenary session and meetings held in Ankara by month 24. Beneficiaries: MoEF staff related to the control of industrial emissions (30 experts). The implementation of the activity will take place along 3 days.</li> </ul>	<ul style="list-style-type: none"> <li>• Minutes summarising presentations and discussions</li> </ul>	

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### Component 1: Definition of the institutional framework and functions

Act. 1.1.1	Review and confirmation of the Roadmap for IPPC implementation in Turkey.	<p>Target group of these benchmarks: MoEF staff related to the control of industrial emissions (30 experts). The implementation of the activity will take place along 2 months.</p> <ul style="list-style-type: none"> <li>• 1.1.1.1 Mission 1 performed until month 4, and mission 2 performed until month 5.</li> <li>• 1.1.1.2 Report including the modifications/comments suggested in the meetings held in mission 1, and which modified Roadmap is suggested, in Ankara by month 4.</li> <li>• 1.1.1.3 Updated version of the Roadmap ready and approved by the beneficiaries until month 5.</li> </ul>	<ul style="list-style-type: none"> <li>• Report including the modifications/comments suggested in the meetings held in mission 1, and which modified Roadmap is suggested</li> <li>• Updated version of the Roadmap</li> <li>• Mission reports</li> </ul>	<p>Outputs of the previous projects and related activities available.</p> <p>Data concerning the IPPC installations and their capacities is reliable enough to reflect the real case.</p> <p>Information and feedback from industries provided following the specifications of activity 1.1.1</p>
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Act. 1.2.1	Benchmarking with MS IPPC implementation structures.	<p>Target group of these benchmarks: MoEF staff related to the control of industrial emissions (30 experts). The implementation of the activity will take place along 2 months.</p> <ul style="list-style-type: none"> <li>•1.2.1.1. Mission 1 performed until month 5, and mission 2 performed until month 6.</li> <li>•1.2.1.2. Presentation of the evolution of IPPC implementation structures in Spain and Poland provided in Ankara by month 5.</li> <li>•1.2.1.3. Questionnaire on suggestions for contents for the study visits delivered in Ankara by month 6.</li> <li>•1.2.1.4. Presentation of the inspection activities and procedures, and of the e-PRTR creation process and current system in Spain and Poland, provided in Ankara by month 6.</li> </ul>	<ul style="list-style-type: none"> <li>•Mission reports</li> <li>•Participants' lists</li> <li>•Questionnaire on suggestions for contents for the study visits</li> </ul>	Information and feedback from industries provided following the specifications of activity 1.2.1
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Act. 1.2.2	First study visit, to Spain	<p>Target group of these benchmarks: participants of the study visit (6 experts). The implementation of the activity will take place along 5 days.</p> <ul style="list-style-type: none"> <li>• 1.2.2.1. Turkish experts having improved skills through the exchange of knowledge on Spanish implementation of the relevant IPPC legislation.</li> <li>• 1.2.2.2. IPPC installations agreed in advance by the Twinning partners visited.</li> <li>• 1.2.2.3. Previous benchmarks performed in Spain by month 4, with the participation of the experts mentioned in “Resources”.</li> </ul>	<ul style="list-style-type: none"> <li>• Programme of the study tour</li> <li>• Reports of BC participants in the study tour</li> </ul>	High level political support to enable key MoEF experts to allocate time to participate in the study visit.
Act. 1.2.3	Second study visit, to Spain	<p>Target group of these benchmarks: participants of the study visit (15 experts). The implementation of the activity will take place along 5 days.</p> <ul style="list-style-type: none"> <li>• 1.2.3.1. Turkish experts having improved skills through the exchange of knowledge on Spanish implementation of the relevant IPPC legislation.</li> <li>• 1.2.3.2. IPPC installations agreed in advance by the Twinning partners visited.</li> <li>• 1.2.3.3. Previous benchmarks performed in Spain by month 10, with the participation of the experts mentioned in “Resources”.</li> </ul>	<ul style="list-style-type: none"> <li>• Programme of the study tour</li> <li>• Reports of BC participants in the study tour</li> </ul>	High level political support to enable key MoEF experts to allocate time to participate in the study visit.

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Act. 1.2.4	Third study visit, to Poland	<p>Target group of these benchmarks: participants of the study visit (15 experts). The implementation of the activity will take place along 5 days.</p> <ul style="list-style-type: none"> <li>• 1.2.4.1. Turkish experts having improved skills through the exchange of knowledge on Polish implementation of the relevant IPPC legislation.</li> <li>• 1.2.4.2. IPPC installations agreed in advance by the Twinning partners visited.</li> <li>• 1.2.4.3. Previous benchmarks performed in Poland by month 14, with the participation of the experts mentioned in “Resources”.</li> </ul>	<ul style="list-style-type: none"> <li>• Programme of the study tour</li> <li>• Reports of BC participants in the study tour</li> </ul>	High level political support to enable key MoEF experts to allocate time to participate in the study visit.
Act. 1.2.5	Fourth study visit, to Spain	<p>Target group of these benchmarks: participants of the study visit (15 experts). The implementation of the activity will take place along 5 days.</p> <ul style="list-style-type: none"> <li>• 1.2.5.1. Turkish experts having improved skills through the exchange of knowledge on Spanish implementation of the relevant IPPC legislation at regional and local level.</li> <li>• 1.2.5.2. IPPC installations agreed in advance by the Twinning partners visited.</li> <li>• 1.2.5.3. Visit to the European IPPC Bureau in Seville done.</li> <li>• 1.2.5.4. Previous benchmarks performed in Spain by month 18, with the participation of the experts mentioned in “Resources”.</li> </ul>	<ul style="list-style-type: none"> <li>• Programme of the study tour</li> <li>• Reports of BC participants in the study tour</li> </ul>	High level political support to enable key MoEF experts to allocate time to participate in the study visit.

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Act. 1.3.1	Legal definition for status, Institutional Structure and mission statement for the functions of a fully functioning coordination and implementation body.	<p>Target group of these benchmarks: MoEF staff related to the control of industrial emissions (30 experts). The implementation of the activity will take place along 4 months.</p> <ul style="list-style-type: none"> <li>•1.3.1.1. Mission 1 performed until month 5, mission 2 performed until month 6, and mission 3 performed until month 8.</li> <li>•1.3.1.2. Report with the data gathered on mission 1 which may serve as a basis for Spanish and Polish experts participating in missions 2-3, delivered in Ankara by month 5.</li> <li>•1.3.1.3. Document describing the alternatives proposed for the optimum IPPC administrative structure, the chosen one and the modifications suggested by the Turkish experts in mission 2, delivered in Ankara by month 6.</li> <li>•1.3.1.4. Final version of the document defining the administrative structures for the implementation of the IPPC Directive in Turkey, incorporating the beneficiaries' comments, delivered in Ankara by month 8.</li> </ul>	<ul style="list-style-type: none"> <li>•Mission reports</li> <li>•Report with the data gathered on mission 1</li> <li>•Document describing the alternatives proposed for the optimum IPPC administrative structure, the chosen one and the modifications suggested by the Turkish experts</li> <li>•Final version of the document defining the administrative structures for the implementation of the IPPC Directive in Turkey, incorporating the beneficiaries' comments</li> </ul>	<p>Outputs of the previous projects are available.</p> <p>Data concerning the IPPC installations and their capacities is reliable enough to reflect the real case.</p> <p>Information and feedback from industries provided following the specifications of activity 1.3.1</p> <p>High level political support for establishing the institutional structure and capacity required to implement the Directive.</p>
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Act. 1.4.1	Development of coordination procedures and identification of all responsibilities and competences within and between IPPC Competent Authority and other relevant public bodies (including National Competent Authority, Implementation and enforcement bodies)	<p>Target group of these benchmarks: MoEF staff related to the control of industrial emissions (30 experts). The implementation of the activity will take place along 4 months.</p> <ul style="list-style-type: none"> <li>•1.4.1.1. Mission 1 performed until month 6, mission 2 performed until month 8, and mission 3 performed until month 9.</li> <li>•1.4.1.2. First version of the document identifying public bodies and stakeholders which should be coordinated, suggesting coordination procedures and needed resources, including the Turkish comments of mission 1 to the proposal, delivered in Ankara by month 6.</li> <li>•1.4.1.3. Modified version of the document identifying public bodies and stakeholders which should be coordinated, suggesting coordination procedures and needed resources, according to the input and work from mission 2, delivered in Ankara by month 8.</li> <li>•1.4.1.4. Final version of the document identifying public bodies and stakeholders which should be coordinated, suggesting coordination procedures and needed resources, according to the input and work from mission 3, delivered in Ankara by month 9.</li> </ul>	<ul style="list-style-type: none"> <li>•Mission reports</li> <li>•First version of the document identifying public bodies and stakeholders which should be coordinated, suggesting coordination procedures and needed resources, including the Turkish comments of mission 1</li> <li>•Modified version of the document identifying public bodies and stakeholders which should be coordinated, suggesting coordination procedures and needed resources, according to the input and work from mission 2</li> <li>•Final version of the document identifying public bodies and stakeholders which should be coordinated, suggesting coordination procedures and needed resources, according to the input and work from mission 3</li> </ul>	<p>Outputs of the previous projects are available.</p> <p>Data concerning the IPPC installations and their capacities is reliable enough to reflect the real case.</p> <p>Information and feedback from industries provided following the specifications of activity 1.4.1</p> <p>High level political support for establishing the institutional structure and capacity required to implement the Directive.</p>
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## ANNEX I

### Component 2: Definition of procedures and supporting materials, strategy for the implementation of the Directive, and legislative alignment

Act. 2.1.1	Administrative procedures of permitting for both new and existing installations .	<p>Target group of these benchmarks: MoEF staff related to the control of industrial emissions (30 experts). The implementation of the activity will take place along 5 days.</p> <ul style="list-style-type: none"> <li>• 2.1.1.1. Mission performed until month 8.</li> <li>• 2.1.1.2. Document with the structure of the contents of two guidelines, one for the industries presenting the permits and the other for the administrative staff evaluating the permits, delivered in Ankara by month 8.</li> </ul>	<ul style="list-style-type: none"> <li>• Mission report</li> <li>• Document with the structure of the contents of two guidelines, one for the industries presenting the permits and the other for the administrative staff evaluating the permits</li> </ul>	<p>Outputs of the previous projects are available.</p> <p>Information and feedback from industries provided following the specifications of activity 2.1.1</p>
Act. 2.1.2	Definition of technical requirements for the application of IPPC-proof permitting (including BAT compatible conditions and measures)	<p>Target group of these benchmarks: MoEF staff related to the control of industrial emissions (30 experts). The implementation of the activity will take place along 5 days.</p> <ul style="list-style-type: none"> <li>• 2.1.2.1. Mission performed until month 10.</li> <li>• 2.1.2.2. Document analysing the options and making recommendations for the elaboration of sector guides and the implementation of BREFs, delivered in Ankara by month 10.</li> </ul>	<ul style="list-style-type: none"> <li>• Mission report</li> <li>• Document analysing the options and making recommendations for the elaboration of sector guides and the implementation of BREFs</li> </ul>	<p>Outputs of the previous projects are available.</p> <p>Information and feedback from industries provided following the specifications of activity 2.1.2</p>

## ANNEX I

Act. 2.1.3	Strategy for the implementation of IPPC permitting to existing installations (timetable, financial consequences, sector/regional phasing)	<p>Target group of these benchmarks: MoEF staff related to the control of industrial emissions (30 experts). The implementation of the activity will take place along 4 months.</p> <ul style="list-style-type: none"> <li>• 2.1.3.1. Mission 1 performed until month 21, and mission 2 performed until month 23.</li> <li>• 2.1.3.2. First draft of the implementation strategy, delivered in Ankara by month 21.</li> <li>• 2.1.3.3. Final version of the implementation strategy, delivered in Ankara by month 24.</li> </ul>	<ul style="list-style-type: none"> <li>• Missions reports</li> <li>• First draft of the implementation strategy</li> <li>• Final version of the implementation strategy</li> </ul>	<p>Outputs of the previous projects are available.</p> <p>Updated list of IPPC installations available.</p> <p>Information and feedback from industries provided following the specifications of activity 2.1.3</p>
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## ANNEX I

<p>Act. 2.1.4</p>	<p>Templates, manuals, guidebooks, handbooks and technical references for the support of the procedural mainstream</p>	<p>Target group of these benchmarks: MoEF staff related to the control of industrial emissions (30 experts) and industries falling under the scope of the IPPC Directive (20 experts). The implementation of the activity will take place along 10 months.</p> <p>Related to the preparation of the two generic guides for the industry and the environmental Administration:</p> <ul style="list-style-type: none"> <li>•2.1.4.1. Mission 1 performed until month 11, mission 2 performed until month 13, and mission 3 performed until month 14.</li> <li>•2.1.4.2. Corrected version of the document delivered in activity 2.1.1, delivered in Ankara by month 11.</li> <li>•2.1.4.3. First draft of the two guides prepared in mission 2, delivered in Ankara by month 13.</li> <li>•2.1.4.4. Final version of the two guides prepared in mission 3, delivered in Ankara by month 14.</li> </ul> <p>Related to the preparation of a guide for sector 1:</p> <ul style="list-style-type: none"> <li>•2.1.4.5. Mission 4 performed until month 14, mission 5 performed until month 16, and mission 6 performed until month 17.</li> <li>•2.1.4.6. Document defining the general outline and contents of the guide of sector 1, delivered in Ankara by month 14.</li> <li>•2.1.4.7. First draft of the guide for sector 1, delivered in Ankara by month 16.</li> <li>•2.1.4.8. Final version of the guide for sector 1, delivered in Ankara by month 17.</li> </ul>	<ul style="list-style-type: none"> <li>•Missions reports</li> <li>•Corrected version of the document delivered in activity 2.1.1</li> <li>•First draft of the two generic guides</li> <li>•Final version of the two generic guides</li> </ul> <p>Related to the preparation of a guide for sector 1:</p> <ul style="list-style-type: none"> <li>•Document defining the general outline and contents of the guide of sector 1</li> <li>•First draft of the guide for sector 1</li> <li>•Final version of the guide for sector 1</li> </ul> <p>Related to the preparation of a guide for sector 2:</p> <ul style="list-style-type: none"> <li>•Document defining the general outline and contents of the guide of sector 2</li> <li>•First draft of the guide for sector 2</li> <li>•Final version of the guide for sector 2</li> </ul>	<p>Outputs of the previous projects are available.</p> <p>Information and feedback from industries provided following the specifications of activity 2.1.4</p> <p>High level political support for the timely validation of the supporting materials produced in this activity.</p>
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## ANNEX I

Act. 2.1.4	Templates, manuals, guidebooks, handbooks and technical references for the support of the procedural mainstream	<p>Related to the preparation of a guide for sector 2:</p> <ul style="list-style-type: none"> <li>•2.1.4.9. Mission 7 performed until month 15, mission 8 performed until month 17, and mission 9 performed until month 18.</li> <li>•2.1.4.10. Document defining the general outline and contents of the guide of sector 2, delivered in Ankara by month 15.</li> <li>•2.1.4.11. First draft of the guide for sector 2, delivered in Ankara by month 17.</li> <li>•2.1.4.12. Final version of the guide for sector 2, delivered in Ankara by month 18.</li> </ul> <p>Related to the preparation of a guide for sector 3:</p> <ul style="list-style-type: none"> <li>•2.1.4.13. Mission 10 performed until month 16, mission 11 performed until month 18, and mission 12 performed until month 19.</li> <li>•2.1.4.14. Document defining the general outline and contents of the guide of sector 3, delivered in Ankara by month 16.</li> <li>•2.1.4.15. First draft of the guide for sector 3, delivered in Ankara by month 18.</li> <li>•2.1.4.16. Final version of the guide for sector 3, delivered in Ankara by month 19.</li> </ul>	<p>Related to the preparation of a guide for sector 3:</p> <ul style="list-style-type: none"> <li>•Document defining the general outline and contents of the guide of sector 3</li> <li>•First draft of the guide for sector 3</li> <li>•Final version of the guide for sector 3</li> </ul> <p>Related to the preparation of a guide for sector 4:</p> <ul style="list-style-type: none"> <li>•Document defining the general outline and contents of the guide of sector 4</li> <li>•First draft of the guide for sector 4</li> <li>•Final version of the guide for sector 4</li> </ul>	
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## ANNEX I

Act. 2.1.4	Templates, manuals, guidebooks, handbooks and technical references for the support of the procedural mainstream	<p>Related to the preparation of a guide for sector 4:</p> <ul style="list-style-type: none"> <li>•2.1.4.17. Mission 13 performed until month 17, mission 14 performed until month 19, and mission 15 performed until month 20.</li> <li>•2.1.4.18. Document defining the general outline and contents of the guide of sector 4, delivered in Ankara by month 17.</li> <li>•2.1.4.19. First draft of the guide for sector 4, delivered in Ankara by month 19.</li> <li>•2.1.4.20. Final version of the guide for sector 4, delivered in Ankara by month 20.</li> </ul>		
Act. 2.1.5	Definition in the guides of the links between legislation, BREFs, PRTR register and other related reporting documents	<p>Target group of these benchmarks: MoEF staff related to the control of industrial emissions (30 experts). The implementation of the activity will take place along 4 days.</p> <ul style="list-style-type: none"> <li>•2.1.5.1. Mission performed until month 12.</li> <li>•2.1.5.2. Document clarifying the relation between legislation, BREFs, e-PRTR register and reporting documents demanded by the requirements imposed by Directives related to the IPPC Directive, delivered in Ankara by month 12.</li> </ul>	<ul style="list-style-type: none"> <li>•Mission report</li> <li>•Document clarifying the relation between legislation, BREFs, e-PRTR register and reporting documents demanded by the requirements imposed by Directives related to the IPPC Directive</li> </ul>	Information and feedback from industries provided following the specifications of activity 2.1.5

## ANNEX I

Act. 2.2.1	Elaboration of the first IPPC legislation draft	<p>Target group of these benchmarks: MoEF staff related to the control of industrial emissions (30 experts). The implementation of the activity will take place along 4 months.</p> <ul style="list-style-type: none"> <li>•2.2.1.1. Mission 1 performed until month 7, and mission 2 performed until month 9.</li> <li>•2.2.1.2. First draft of the IPPC legislation, delivered in Ankara by month 8.</li> <li>•2.2.1.3. Final draft of the IPPC legislation which is to be subject to public consultation, delivered in Ankara by month 10.</li> </ul>	<ul style="list-style-type: none"> <li>•Missions reports</li> <li>•First draft of the IPPC legislation</li> <li>•Final draft of the IPPC legislation</li> </ul>	<p>Information and feedback from industries provided following the specifications of activity 2.2.1</p> <p>High level political support for establishing the legislative framework required to implement the Directive.</p>
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## ANNEX I

Act. 2.2.2	Preparation of the final legislation draft after the public consultation process	<p>Target group of these benchmarks: MoEF staff related to the control of industrial emissions (30 experts). The implementation of the activity will take place along 6 months.</p> <ul style="list-style-type: none"> <li>•2.2.2.1. Mission 1 performed until month 13, and mission 2 performed until month 16.</li> <li>•2.2.2.2. Report listing the statements which will be incorporated, delivered in Ankara by month 14.</li> <li>•2.2.2.3. First draft of the IPPC legislation including the statements selected in mission 1, delivered in Ankara by month 16.</li> <li>•2.2.2.4. Final draft of the IPPC legislation, delivered in Ankara by month 17.</li> <li>•2.2.2.5 Letter of Approval by the High Level in MoEF, in Ankara by month 18.</li> </ul>	<ul style="list-style-type: none"> <li>•Missions reports</li> <li>•Report listing the statements which will be incorporated</li> <li>•First draft of the IPPC legislation</li> <li>•Final draft of the IPPC legislation</li> <li>•Letter of Approval by the High Level in MoEF</li> </ul>	<p>Information and feedback from industries provided following the specifications of activity 2.2.2</p> <p>High level political support for establishing the legislative framework required to implement the Directive.</p>
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### **Component 3: Determination of the resources needed within the Public Sector for the implementation of the IPPC Directive**

## ANNEX I

Act. 3.1	Determination of technical, institutional and financial requirements for a fully functioning IPPC permitting and inspection regime in Turkey	<p>Target group of these benchmarks: MoEF staff related to the control of industrial emissions (30 experts). The implementation of the activity will take place along 4 months.</p> <ul style="list-style-type: none"> <li>• 3.1.1. Mission 1 performed until month 21, mission 2 performed until month 22, mission 3 performed until month 23, and mission 4 performed until month 24.</li> <li>• 3.1.2. Document indicating the data needed for the estimate of resources, and programme to perform, delivered in Ankara by month 21.</li> <li>• 3.1.3. Structure and beginning of the first draft of estimate of resources, delivered in Ankara by month 22.</li> <li>• 3.1.4. First complete draft of estimate of resources, delivered in Ankara by month 23.</li> <li>• 3.1.5. Final version of document estimating the resources needed from the side of the Public Sector, delivered in Ankara by month 24.</li> </ul>	<ul style="list-style-type: none"> <li>• Missions reports</li> <li>• Document indicating the data needed for the estimate of resources, and programme to perform</li> <li>• Structure and beginning of the first draft of estimate of resources</li> <li>• First complete draft of estimate of resources</li> <li>• Final version of document estimating the resources needed from the side of the Public Sector</li> </ul>	<p>Outputs of the previous projects are available.</p> <p>Updated list of IPPC installations available.</p> <p>Information and feedback from industries provided following the specifications of activity 3.1</p>
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## ANNEX I

### Component 4: Training to increase the institutional and technical capacity of all relevant stakeholders

Act. 4.1	Training Needs Analysis and preparation of the training programme	<p>Target group of these benchmarks: MoEF staff related to the control of industrial emissions (30 experts). The implementation of the activity will take place along 4 days.</p> <ul style="list-style-type: none"> <li>▪ 4.1.1. Mission performed until month 13.</li> <li>▪ 4.1.2. Document with the training programme for activity 4.2, delivered in Ankara by month 13.</li> </ul>	<ul style="list-style-type: none"> <li>•Missions reports</li> <li>•Document with the training programme for activity 4.2</li> </ul>	<p>Information and feedback from industries provided following the specifications of activity 4.1</p> <p>Industrial enterprises, especially the operators of potential pilot plants willing to cooperate and open to information exchange.</p>
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## ANNEX I

Act. 4.2	<p>Training programme on the implementation of the IPPC Directive in 4 industrial sectors</p>	<p>Target group of these benchmarks: MoEF staff related to the control of industrial emissions (30 experts) and industries of the 4 sectors subject of training (20 experts). The implementation of the activity will take place along 7 months.</p> <p>Related to the training on sector 1:</p> <ul style="list-style-type: none"> <li>• 4.2.1. Mission 1 performed until month 17, mission 2 performed until month 19, and mission 3 performed until month 20.</li> <li>• 4.2.2. Example of IPPC permit, delivered by month 20.</li> <li>• 4.2.3. Around 15 trainees have participated in missions 2 and 3, and affirm in a questionnaire their satisfaction with the training, by month 20.</li> </ul> <p>Related to the training on sector 2:</p> <ul style="list-style-type: none"> <li>• 4.2.4. Mission 4 performed until month 18, mission 5 performed until month 20, and mission 6 performed until month 21.</li> <li>• 4.2.5. Example of IPPC permit, delivered by month 21.</li> <li>• 4.2.6. Around 15 trainees have participated in missions 5 and 6, and affirm in a questionnaire their satisfaction with the training, by month 21.</li> </ul>	<ul style="list-style-type: none"> <li>• Reports from training sessions</li> </ul> <p>Related to the training on sector 1:</p> <ul style="list-style-type: none"> <li>• Example of IPPC permit,</li> <li>• Questionnaire completed by the participants</li> </ul> <p>Related to the training on sector 2:</p> <ul style="list-style-type: none"> <li>• Example of IPPC permit,</li> <li>• Questionnaire completed by the participants</li> </ul> <p>Related to the training on sector 3:</p> <ul style="list-style-type: none"> <li>• Example of IPPC permit,</li> <li>• Questionnaire completed by the participants</li> </ul>	<p>Information and feedback from industries provided following the specifications of activity 4.2</p> <p>Industrial enterprises, especially the operators of potential pilot plants willing to cooperate and open to information exchange.</p>
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## ANNEX I

<p>Act. 4.2</p>	<p>Training programme on the implementation of the IPPC Directive in 4 industrial sectors</p>	<p>Related to the training on sector 3:</p> <ul style="list-style-type: none"> <li>• 4.2.7. Mission 7 performed until month 19, mission 8 performed until month 21, and mission 9 performed until month 22.</li> <li>• 4.2.8. Example of IPPC permit, delivered by month 22.</li> <li>• 4.2.9. Around 15 trainees have participated in missions 8 and 9, and affirm in a questionnaire their satisfaction with the training, by month 22.</li> </ul> <p>Related to the training on sector 4:</p> <ul style="list-style-type: none"> <li>• 4.2.10. Mission 10 performed until month 20, mission 11 performed until month 22, and mission 12 performed until month 23.</li> <li>• 4.2.11. Example of IPPC permit, delivered by month 23.</li> <li>• 4.2.12. Around 15 trainees have participated in missions 11 and 12, and affirm in a questionnaire their satisfaction with the training, by month 23.</li> </ul>	<p>Related to the training on sector 4:</p> <ul style="list-style-type: none"> <li>• Example of IPPC permit,</li> <li>• Questionnaire completed by the participants</li> </ul>	
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## ANNEX I

Act. 4.3	Assessment of activities, proposals for further collaborations to reach complete implementation of IPPC Directive	<p>Target group of these benchmarks: MoEF staff related to the control of industrial emissions (30 experts). The implementation of the activity will take place along 3 days.</p> <ul style="list-style-type: none"> <li>• 4.3.1. Mission performed until month 24.</li> <li>• 4.3.2. Report with the assessment of the different components of the project and proposals for further collaborations to reach complete implementation of IPPC Directive, delivered in Ankara by month 24.</li> </ul>	<ul style="list-style-type: none"> <li>• Report with the assessment of the different components of the project and proposals for further collaborations to reach complete implementation of IPPC Directive</li> </ul>	High level political support to enable key MoEF experts to allocate enough time to the project activities
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## **ARTICLE 4. TASKS (INPUTS)**

### **4.1. Methodology**

In order to ensure a smooth implementation of the project, taking into account the density of the working program, the following two principles are agreed between partners:

- The reports of experts will be delivered to the Turkish Project Leader within two weeks after the mission;
- Each document provided by the MS team to the MoEF for acceptance will be formally accepted or refused within three weeks. In case of refusal, an explanation will be given in a written form. The absence of answer in this time frame will be equivalent to an acceptance.

The 24 months project implementation period comprises the following 5 components:

- (0) Opening and closing Events,
- (1) Definition of the Institutional Framework and functions for the coordination and implementation of the IPPC Directive;
- (2) Definition of procedures and supporting materials, strategy for the implementation of the Directive, and legislative alignment,
- (3) Definition of resources needed in the Public Sector for an IPPC permitting and inspection regime,
- (4) Training to increase the institutional and technical capacity of all relevant stakeholders.

Some remarks must be made: i) some of the activities will have to be implemented in parallel due to the limited time to achieve the ambitious set of benchmarks defined for the project, ii) some will have to be planned (component 4) in coordination with the Technical Assistance Project complementing the activities of this Twinning Project, iii) some will depend on results expected from that Technical Assistance Project (component 3), or from the development stage of the new Directive on industrial emissions currently under preparation (activities 1.3 and 1.4 of component 1, and component 2).

### **4.2. Project Implementation Cycle**

The project is planned to follow a logical chronological ordering of its activities: it will start with a study by the MS experts of the state-of-the-art in Turkey and the results from previous projects providing support for the implementation of the IPPC Directive in Turkey (activity 1.1). With this knowledge acquired, a second stage will comprise i) transfer of knowledge on the IPPC implementation systems of Spain and Poland and ii) definition of optimum administrative structures in Turkey for the implementation of the Directive (activities 1.2, 1.3, 1.4).

Then a third stage will be devoted to i) the definition of optimum administrative procedures for the permitting system, and ii) the elaboration of the basic guides for the Public Administration and Industries (activities 2.1.1, 2.1.2, 2.1.4).

The next stage will be divided into i) preparation of the first draft of Turkish legislation aligned with the EU acquis in this field (act. 2.2.1), ii) start of the training programme on certain industrial sectors (component 4) with the corresponding elaboration of sector guides (act. 2.1.4).

The fifth and last stage will comprise i) the final version of the Turkish legislation incorporating the comments after a public consultation of the first draft (act. 2.2.2), ii) the definition of the strategy for the implementation of IPPC permitting to existing installations (act. 2.1.3), iii) the estimate of the resources needed to have an operative IPPC permitting and inspection system in Turkey (act. 3.1), and iv) the completion of the training programme on certain industrial sectors (component 4) with the corresponding elaboration of sector guides (act. 2.1.4).

Due to the complexity of the programme and the dependence of some activities on several external factors, a flexible and modular approach has been chosen, which will ensure a proper timing and coherence with the beneficiary's needs.

### **Component 0 *Opening and Closing Events***

Before the Kick-off Meeting takes place the RTA office will be made operational, working routines and communication procedures will be agreed with the beneficiaries, and first contact will be established with the different key stakeholders and working groups related to the implementation of the IPPC Directive which were established in previous projects.

#### **Activity 0.1. Opening Events**

The Spanish and Polish Project Leaders will come, in order to have a first series of meetings with the key stakeholders and groups established in previous projects (Turkish IPPC Platform, Sub-working group, IPPC Working Group, Strategy Development Team), fine-tuning the contents or approach of some of the project's activities if needed. A plenary opening session will be organised, where a brief presentation of the project contents will be delivered.

#### **Method**

- Identification and invitation of participants
- Elaboration of the programmes of the Events.
- Organisation and moderation of the plenary opening session in Ankara.
- Organisation of press conference and delivery of information about the project to press media.

- Presentation of objectives, activities and time schedule of the project
- Meetings of the MS delegation with the key stakeholders and working groups.

### **Benchmarks**

- 0.1.1. Plenary session and meetings held in Ankara by month 4. Target group: MoEF staff related to the control of industrial emissions (30 experts). The implementation of the activity will take place along 3 days.

### **Resources**

- *RTA, PL, Junior Partner PL / 6 days.*
- *BC Human Resources: PL, RTA Counterpart, Component Leaders (3 experts), 50 experts from the Turkish IPPC Platform, 9 experts from the IPPC Core Group, 15 experts from the Strategy Development Team (these last three groups and their tasks are described in subsection 6.1.2 of this document).*
- *Other resources (translation, interpretation, training materials, internal travels). Interpretation will be needed due to the load of meetings between MS and BC experts plus the documentation needed to be translated before and during the implementation of the activity.*

### **Activity 0.2 Closing Events**

The closure events of the project will consist of a plenary closure session, where a presentation of all the materials and outputs of the project will be delivered, a press conference, plus a detailed assessment of the project and discussions on further training needs and possible future cooperation projects between the parties and countries involved. Participants in the closure session will include the Spanish and Polish Project Leaders and the main beneficiaries of the project, including Public Administration bodies and representatives from industrial sectors, among others. Interpretation will be needed due to the load of meetings between MS and BC experts plus the documentation needed to be translated before and during the implementation of the activity.

### **Method**

- Identification and invitation of participants.
- Elaboration of a programme.
- Organisation and moderation of the plenary closing event in Ankara.
- Organisation of press conference and delivery of information about the project to press media.
- Presentation of the project results and lessons learnt.
- Assessment of the project.
- Definition of further tasks and training needs.

- Discussion of further possibilities of collaboration between the Twinning partners.
- Update of the project information.

### **Benchmarks**

- 0.1.2. Plenary session and meetings held in Ankara by month 24. Target group: MoEF staff related to the control of industrial emissions (30 experts). The implementation of the activity will take place along 3 days.

### **Resources**

- *RTA, PL, Junior Partner PL / 6 days.*
- *BC Human Resources: PL, RTA Counterpart, Component Leaders (3 experts), 50 experts from the Turkish IPPC Platform, 9 experts from the IPPC Core Group, 15 experts from the Strategy Development Team.*
- *Other resources (translation, interpretation, training materials, internal travels). Interpretation will be needed due to the load of meetings between MS and BC experts plus the documentation needed to be translated before and during the implementation of the activity.*

## **Component 1: Definition of the Institutional Framework and functions for the coordination and implementation of the IPPC Directive**

Component 1 of the project includes i) a set of missions to evaluate the state-of-the-art in Turkey regarding permitting and control of activities falling under the scope of the IPPC Directive, and establish the roadmap with next steps to take (subcomponent 1.1), ii) ) transfer of knowledge on the IPPC implementation systems of Spain and Poland (subcomponent 1.2), and ii) definition of optimum administrative structures and coordination tools in Turkey for the implementation of the Directive (subcomponents 1.3, 1.4).

The STEs team will be led and coordinated by **Mrs. Carmen Canales**.

### **Sub-Component 1.1: Roadmap for IPPC implementation**

#### **Activity 1.1.1: Review and confirmation of the Roadmap for IPPC implementation in Turkey**

##### **Method:**

A set of 2 missions will take place, with the following contents:

- Mission 1:
  - o Study in depth of the relevant legislation and documents from previous projects related to IPPC implementation in Turkey

- (including projects PPA 05/TR/7/6 “IPPC Implementation in Turkey”, TR/0203.03/001”Technical Assistance for Environmental Heavy-Cost Investment Planning, Turkey”, MATRA-PSO “Capacity building on the adoption and implementation of the IPPC Directive in Turkey”, EuropeAid/114824/D/SV/RO “Developing Capacity in Implementation and Enforcement of Environmental Legislation in Turkey through the IMPEL Network”)
- Discussion of doubts and possible modifications since the elaboration of those reports related to the current environmental permitting, inspection and enforcement system (through a meeting with Turkish beneficiaries)
  - Meetings with
    - The Turkish experts which participated in the elaboration process of the previous project’s documents
    - The Strategy Development Team established in the previous projects related to the implementation of the IPPC Directive
  - Review of the Roadmap suggested in project PPA 05/TR/7/6 “IPPC Implementation in Turkey”
  - In mission 1 will participate, apart from other Spanish and Polish experts, one expert from the Spanish law firm Garrigues, to provide support in relation to the legal aspects and coherence with the activities related to the drafting of legislation (activities 2.2.1 and 2.2.2), which will be in charge of experts from that firm (see subcomponent 2.2 and the explanations therein), and one expert from Mobilisation, the dutch firm in charge of the project which elaborated the IPPC Roadmap.
- Mission 2: preparation of the updated version of the Roadmap with the collaboration of the Turkish beneficiaries.

**Benchmarks:**

Target group of these benchmarks: MoEF staff related to the control of industrial emissions (30 experts). The implementation of the activity will take place along 2 months.

- 1.1.1.1. Mission 1 performed until month 4 and mission 2 performed until month 5.
- 1.1.1.2. Report including the modifications/comments suggested in the meetings held in mission 1, and which modified Roadmap is suggested, in Ankara by month 4.
- 1.1.1.3. Updated version of the Roadmap ready and approved by the beneficiaries until month 5.

**Resources**

- RTA, 7 MS Experts (1 Polish and 6 Spanish) , 28 days, and 2 MS Private Sector experts (8 days).
- BC Human Resources: PL, RTA Counterpart, Component Leaders (3 experts), 5 experts from the Turkish IPPC Platform, 10 experts from the IPPC Core Group, 5 experts from the Strategy Development Team.
- Other resources (translation, interpretation, training materials). Interpretation will be needed due to the load of meetings between MS and BC experts plus the documentation needed to be translated before and during the implementation of the activity.

### **Sub-Component 1.2: Benchmarking with an introduction of the MS IPPC implementation structures**

The goal of this subcomponent is to provide an extensive overview of the existing IPPC implementation structures in Spain and Poland, to serve as a source of information from which to extract ideas to create optimum IPPC implementation structures in Turkey.

The subcomponent is composed of the following 4 activities:

#### **Activity 1.2.1: Benchmarking with MS IPPC implementation structures**

##### **Method:**

Two missions will take place within this activity, with the following contents:

- Mission 1:
  - o General presentation of the evolution of the IPPC implementation structures in Spain and Poland, emphasizing examples of good practices and also of wrong decisions or ways of implementation. Examples of good practices at regional level will be as well provided. Examples of communication with competent authorities in neighbouring Member States related to IPPC installations with transboundary effects will be shown.
  - o A questionnaire will be delivered to the Turkish experts to know what aspects should be discussed or seen in more detail during the study visits (acts. 1.2.2 – 1.2.4).
- Mission 2:
  - o Presentation of the inspection activities and procedures in Spain and Poland.
  - o Presentation of the e-PRTR creation process and current system in Spain and Poland.

##### **Benchmarks:**

Target group of these benchmarks: MoEF staff related to the control of industrial emissions (30 experts). The implementation of the activity will take place along 2 months.

- 1.2.1.1. Mission 1 performed until month 5, and mission 2 performed until month 6.
- 1.2.1.2. Presentation of the evolution of IPPC implementation structures in Spain and Poland provided in Ankara by month 5.
- 1.2.1.3. Questionnaire on suggestions for contents for the study visits delivered in Ankara by month 6.
- 1.2.1.4. Presentation of the inspection activities and procedures, and of the e-PRTR creation process and current system in Spain and Poland, provided in Ankara by month 6.

### **Resources**

- *RTA, 8 MS Experts (4 Spanish and 4 Polish) / 36 days.*
- *BC Human Resources: PL, RTA Counterpart, Component Leaders (3 experts), 15 experts from the IPPC Core Group.*
- *Other resources (translation, interpretation, training materials). Interpretation will be needed due to the load of meetings between MS and BC experts plus the documentation needed to be translated before and during the implementation of the activity.*

### **Activities 1.2.2 – 1.2.5: Study visits to Spain and Poland**

Four 5-working-days study tours (Activities 1.2.2 – 1.2.5) to Spanish and Polish environmental authorities related to the control of industrial emissions, including on-site visits to numerous facilities from several industrial sectors considered as priority by the Turkish Authorities will be implemented to complement the proposed training and common work performed in Turkey.

All partners have agreed on the high didactic value of such visits, where the actual functioning on-site of all the administrative structures, permits review, inspection and monitoring procedures can be seen and discussed, and IPPC installations of several sectors with BATs to reduce their emissions can be visited.

The determination of the exact agenda and the specific timing of these visits will take into account the most urgent needs identified during the course of the project, as well as the topics mentioned below.

### **Activity 1.2.2: First Study Visit, to Spain**

The first study visit will be designed for the IPPC coordination group of the Turkish Ministry of Environment and Forestry, composed by 6 experts which are the main day-by-day staff responsible at the Ministry for the implementation of the IPPC Directive.



This study visit will include the study and discussion of the following aspects, focusing on the interaction between Public Administration and industries: administrative structures implementing the Directive, coordination mechanisms, mechanisms for penalization, closure, financing, the distribution of competences, the inspection, a comparison between different Spanish regions, underlining advantages/disadvantages derived from the different regional laws and implementations, costs to establish the implementation system in Spain, provisions on the minimization of transboundary pollution and examples of communication with competent authorities in neighbouring Member States related to IPPC installations with transboundary effects. Two more subjects will be the elaboration of inventories (e-PRTR), and of guides/manuals which facilitate the implementation to the respective sectors. Finally also a series of visits to IPPC facilities belonging to some of the following sectors of the of the Annex I of the IPPC Directive: 1, 2, 3 will take place.

Due to the high responsibilities and strong load of work to which the PL of Spain is subject, she will participate only in the main activities scheduled in these visits, and therefore for the optimal development of the rest of the visiting time it is considered extremely convenient to have the presence of the MS RTA, who will take care of the proper organization and fulfillment of all the scheduled activities.

Interpretation will be needed, as in most of the meetings will participate Spanish experts and representatives of industries who do not speak English.

### **Method:**

- Study visit to relevant Spanish administrative bodies at national, regional and local level, in Madrid and surrounding regions, to discuss about the subjects mentioned above.
- Study visits to several IPPC installations belonging to some of the following sectors of the of the Annex I of the IPPC Directive: 1, 2, 3.
- Other activities on request of the Turkish counterpart.

### **Benchmarks:**

Target group of these benchmarks: participants of the study visit (6 experts). The implementation of the activity will take place along 5 days.

- 1.2.2.1. Turkish experts having improved skills through the exchange of knowledge on Spanish implementation of the relevant IPPC legislation.
- 1.2.2.2. IPPC installations agreed in advance by the Twinning partners visited.
- 1.2.2.3. Previous benchmarks performed in Spain by month 4, with the participation of the experts mentioned in "Resources".

### **Resources**

- *RTA, RTA Assistant/Language Assistant; 10 days.*
- *BC Human Resources: IPPC coordination group, composed by the PL, RTA Counterpart, and Key Experts responsible for the implementation of the IPPC Directive (Component Leaders A. Teoman Sanalan, A. Yavuz Yücekutlu and Özlem Gülay, and the Head of the Air Management Department).*
- *Other resources (translation, training materials).*

### **Activity 1.2.3: Second Study Visit, to Spain**

The second 5-working-days study tour to Spain will be designed for a set of high level representatives from public institutions and working groups which are key actors for a successful implementation of the IPPC Directive (Turkish IPPC Platform, Sub-working group, IPPC Working Group, Strategy Development Team). The participants will be defined by the partners and presented in the Steering Committee meeting prior to the study visit.

This visit will include discussions about the adaptations which at that point will be taking place in Spain to prepare the implementation of the new Directive on Industrial Emissions. This study visit will include as well the study and discussion of the following aspects, focusing on the role of the Public Administration: administrative structures implementing the Directive, coordination mechanisms, mechanisms for penalization, closure, financing, the distribution of competences, the inspection, a comparison between different Spanish regions, underlining advantages/disadvantages derived from the different regional laws and implementations, costs to establish the implementation system in Spain, provisions on the minimization of transboundary pollution and examples of communication with competent authorities in neighbouring Member States related to IPPC installations with transboundary effects. Two more subjects will be the elaboration of inventories (e-PRTR), and of guides/manuals which facilitate the implementation to the respective sectors. Finally also a series of visits to IPPC facilities belonging to some of the following sectors of the of the Annex I of the IPPC Directive: 3, 4, 5 will take place

Due to the high responsibilities and strong load of work to which the PL of Spain is subject, she will participate only in the main activities scheduled in these visits, and therefore for the optimal development of the rest of the visiting time it is considered extremely convenient to have the presence of the MS RTA, who will take care of the proper organization and fulfillment of all the scheduled activities.

Interpretation will be needed, as in most of the meetings will participate Spanish experts and representatives of industries who do not speak English.

### **Method:**

- Study visit to relevant Spanish administrative bodies at national, regional and local level, in Madrid and surrounding regions, to discuss about the subjects mentioned above.
- Study visits to several IPPC installations belonging to some of the following sectors of the of the Annex I of the IPPC Directive: 3, 4, 5.
- Other activities on request of the Turkish counterpart.

**Benchmarks:**

Target group of these benchmarks: participants of the study visit (15 experts).  
The implementation of the activity will take place along 5 days.

- 1.2.3.1. Turkish experts having improved skills through the exchange of knowledge on Spanish implementation of the relevant IPPC legislation.
- 1.2.3.2. IPPC installations agreed in advance by the Twinning partners visited.
- 1.2.3.3. Previous benchmarks performed in Spain by month 10, with the participation of the experts mentioned in “Resources”.

**Resources**

- *RTA, RTA Assistant/Language Assistant; 10 days.*
- *BC Human Resources: PL, RTA Counterpart, Component Leaders (3 experts), 9 representatives from the IPPC Core Group and 1 from the MoEF Provincial Offices participating in the training activity 4.2.*
- *Other resources (translation, training materials).*

**Activity 1.2.4: Third Study Visit, to Poland**

This study visit will be designed for a set of experts coming from public institutions and working groups which are key actors for a successful implementation of the IPPC Directive (Turkish IPPC Platform, Sub-working group, IPPC Working Group, Strategy Development Team). The participants will be defined by the partners and presented in the Steering Committee meeting prior to the study visit.

This visit will include discussions about the adaptations which at that point will be taking place in Poland to prepare the implementation of the new Directive on Industrial Emissions. This study visit will include as well the study and discussion of the following aspects, focusing on the role of the Public Administration: accession negotiations related to the IPPC Directive, administrative structures implementing the Directive, coordination mechanisms, mechanisms for penalization, closure, financing, the distribution of competences, the inspection, a comparison between different Polish regions, underlining advantages/disadvantages derived from the different regional laws and implementations, costs to establish the implementation system in Poland, provisions on the minimization of transboundary pollution

and examples of communication with competent authorities in neighbouring Member States related to IPPC installations with transboundary effects. Two more subjects will be the elaboration of inventories (e-PRTR), and of guides/manuals which facilitate the implementation to the respective sectors. Finally also a series of visits to IPPC facilities belonging to some of the following sectors of the of the Annex I of the IPPC Directive: 1, 2, 4, 6 will take place

Interpretation will be needed, as in most of the meetings will participate Polish experts and representatives of industries who do not speak English.

### **Method:**

- Study visit to relevant Polish administrative bodies at national, regional and local level, in Warsaw and one voivodship, to discuss about the subjects mentioned above.
- Study visits to several IPPC installations belonging to some of the following sectors of the of the Annex I of the IPPC Directive: 1, 2, 4, 6.
- Other activities on request of the Turkish counterpart.

### **Benchmarks:**

Target group of these benchmarks: participants of the study visit (15 experts). The implementation of the activity will take place along 5 days.

- 1.2.4.1. Turkish experts having improved skills through the exchange of knowledge on Polish implementation of the relevant IPPC legislation.
- 1.2.4.2. IPPC installations agreed in advance by the Twinning partners visited.
- 1.2.4.3. Previous benchmarks performed in Poland by month 14, with the participation of the experts mentioned in "Resources".

### **Resources**

- *BC Human Resources: : PL, RTA Counterpart, Component Leaders (3 experts), 8 representatives from the IPPC Core Group and 2 from the MoEF Provincial Offices participating in the training activity 4.2*
- *Other resources (translation, training materials).*

### **Activity 1.2.5: Fourth Study Visit, to Spain**

This last study visit will be designed but for a set of experts coming from public institutions and working groups which are key actors for a successful implementation of the IPPC Directive (Turkish IPPC Platform, Sub-working group, IPPC Working Group, Strategy Development Team). The participants will be defined by the partners and presented in the Steering Committee meeting prior to the study visit.

The contents of this visit will include:

- The review of the adaptations that at that point will be taking place in Spain to implement the new Directive on Industrial Emissions.
- The permit review and delivery system, and the monitoring and inspection system of IPPC installations in the region of Andalucía.
- A visit to the European IPPC Bureau in Seville.
- Visits to the most relevant IPPC installations of Andalucía belonging to sectors 1, 2, 3, 6 of the Annex I of the IPPC Directive.

Due to the high responsibilities and strong load of work to which the PL of Spain is subject, she will participate only in the main activities scheduled in these visits, and therefore for the optimal development of the rest of the visiting time it is considered extremely convenient to have the presence of the MS RTA, who will take care of the proper organization and fulfillment of all the scheduled activities.

Interpretation will be needed, as in most of the meetings will participate Spanish experts and representatives of industries who do not speak English.

### **Method:**

- Study visit to relevant Spanish administrative bodies at regional and local level, in the region of Andalucía, to discuss about the subjects mentioned above.
- Study visits to several IPPC installations belonging to some of the following sectors of the of the Annex I of the IPPC Directive: 1, 2, 3, 6.
- Visit to the European IPPC Bureau in Seville.
- Other activities on request of the Turkish counterpart.

### **Benchmarks:**

Target group of these benchmarks: participants of the study visit (15 experts).  
The implementation of the activity will take place along 5 days.

- 1.2.5.1. Turkish experts having improved skills through the exchange of knowledge on Spanish implementation of the relevant IPPC legislation at regional and local level.
- 1.2.5.2. IPPC installations agreed in advance by the Twinning partners visited.
- 1.2.5.3. Visit to the European IPPC Bureau in Seville done.
- 1.2.5.4. Previous benchmarks performed in Spain by month 18, with the participation of the experts mentioned in "Resources".

### **Resources**

- *RTA, RTA Assistant/Language Assistant; 10 days.*

- *BC Human Resources: PL, RTA Counterpart, Component Leaders (3 experts), 9 representatives from the IPPC Core Group and 1 from the MoEF Provincial Offices participating in the training activity 4.2.*
- *Other resources (translation, training materials).*

### **Sub-Component 1.3: Definition of a coordination and implementation body to implement the IPPC Directive**

Currently the possibility to create an Environmental Protection Agency in Turkey is under discussion, and in case it is finally created, it will have far-reaching consequences on the structures of the environmental administration and the distribution of responsibilities. Therefore, concerning the structures and procedures to be proposed in the outputs of the missions of subcomponents 1.3 and 1.4, they will be elaborated in such a way that they will be flexible enough, so that they will be easily adapted to either of two systems: the one currently in place, or a system including an Environmental Protection Agency with their regional offices.

Care will be also taken to include the consequences of the application of the (not yet approved) new Directive on Industrial Emissions, as well as provisions on the minimization of transboundary pollution, establishing channels of communication with competent authorities in neighbouring Member States related to IPPC installations with transboundary effects.

#### **Activity 1.3.1: Legal definition for status, Institutional Structure and mission statement for the functions of a fully functioning coordination and implementation body**

##### **Method:**

Three missions will take place within this activity, with the following contents:

- Mission 1:
  - o Study of the Turkish administrative structures related to the IPPC Directive, including existing proposals for implementation structures (Environmental Protection Agency).
  - o Discussion with the beneficiaries on possible proposals which they may have about the new structure to create.
- Mission 2:
  - o Starting from a previous reading of the report of mission 1, delivery of an explanation of the administrative structures in Spain, Poland and other Member States at national, regional and local level, focussing the explanation to provide ideas which may be useful for the establishment of the new administrative framework in Turkey, asking feedback from the Turkish participants.

- Preparation of a document with alternatives for the administrative framework.
- Presentation of the document and discussion with the Turkish beneficiaries, to choose one of the alternatives, and see which modifications should be done to the chosen alternative.
- Mission 3:
  - Starting from a previous reading of the documents of missions 1 and 2, preparation a draft of administrative structure incorporating in a logical way the last modifications suggested.
  - Presentation and discussion of the document with the Turkish experts, in order to see if more modifications are needed or if it can be already approved.
  - If modifications are needed, preparation of a corrected version of document defining the administrative framework, including them.

### **Benchmarks:**

Target group of these benchmarks: MoEF staff related to the control of industrial emissions (30 experts). The implementation of the activity will take place along 4 months.

- 1.3.1.1. Mission 1 performed until month 5, mission 2 performed until month 6, and mission 3 performed until month 8.
- 1.3.1.2. Report with the data gathered on mission 1 which may serve as a basis for Spanish and Polish experts participating in missions 2-3, delivered in Ankara by month 5.
- 1.3.1.3. Document describing the alternatives proposed for the optimum IPPC administrative structure, the chosen one and the modifications suggested by the Turkish experts in mission 2, delivered in Ankara by month 6.
- 1.3.1.4. Final version of the document defining the administrative structures for the implementation of the IPPC Directive in Turkey, incorporating the beneficiaries' comments, delivered in Ankara by month 8.

### **Resources**

- *RTA, 7 MS Experts (6Spanish and 1 Polish), 31 days.*
- *BC Human Resources: PL, RTA Counterpart, Component Leaders (3 experts), 10 experts from the IPPC Core Group, 15 experts from the Strategy Development Team, 5 experts from the Turkish IPPC Platform.*
- *Other resources (translation, interpretation, training materials). Interpretation will be needed due to the load of meetings between MS and BC experts plus the documentation needed to be translated before and during the implementation of the activity.*

**Sub-Component 1.4: Coordination procedures, responsibilities and competences**

Currently the possibility to create an Environmental Protection Agency in Turkey is under discussion, and in case it is finally created, it will have far-reaching consequences on the structures of the environmental administration and the distribution of responsibilities. Therefore, concerning the structures and procedures to be proposed in the outputs of the missions of subcomponents 1.3 and 1.4, they will be elaborated in such a way that they will be flexible enough, so that they will be easily adapted to either of two systems: the one currently in place, or a system including an Environmental Protection Agency with their regional offices.

Care will be also taken to include the consequences of the application of the (not yet approved) new Directive on Industrial Emissions, as well as provisions on the minimization of transboundary pollution, establishing channels of communication with competent authorities in neighbouring Member States related to IPPC installations with transboundary effects.

**Activity 1.4.1: Development of coordination procedures and identification of all responsibilities and competences within and between IPPC Competent Authority and other relevant public bodies (including National Competent Authority, Implementation and enforcement bodies)**

**Method:**

Three missions will take place within this activity, with the following contents:

- Mission 1:
  - o Starting from a previous reading of the documents of missions 1 and 3 of activity 1.3.1, presentation to the Turkish experts of examples of Spanish coordination procedures (and if possible from other countries as well) which may be extrapolated in some useful way for the case of Turkey, asking for feedback to the Turkish experts.
  - o Based on that feedback and the document from activity 1.3.1, preparation of a document identifying the relevant public administrations and stakeholders, specifying their roles and responsibilities, and suggesting coordination mechanisms of the structure defined in activity 1.3.1 with all of them, estimating the resources which that could demand from all of them.
  - o Presentation of the document to the Turkish experts to discuss it.
- Mission 2:
  - o Starting from a previous reading of the documents of missions 1 and 3 of activity 1.3.1, and the document prepared in mission 1 of this activity, presentation of an example of Polish method of agreeing on IPPC permits, explaining cooperation with institutions



involved in the process, drawing particular attention at the role of inspection in the process.

- Based on the feedback of the Turkish experts and the documents read, preparation of a modified version of the document of mission 1, indicating the new proposal/changes.
- Mission 3:
  - Starting from the document of mission 2 and possible Turkish comments to it, elaboration of the final version of the document identifying the public bodies and stakeholders to coordinate, proposing coordination procedures and needed resources.
  - Presentation of the document to the Turkish experts to obtain their approval.

### **Benchmarks:**

Target group of these benchmarks: MoEF staff related to the control of industrial emissions (30 experts). The implementation of the activity will take place along 4 months.

- 1.4.1.1. Mission 1 performed until month 6, mission 2 performed until month 8, and mission 3 performed until month 9.
- 1.4.1.2. First version of the document identifying public bodies and stakeholders which should be coordinated, suggesting coordination procedures and needed resources, including the Turkish comments of mission 1 to the proposal, delivered in Ankara by month 6.
- 1.4.1.3. Modified version of the document identifying public bodies and stakeholders which should be coordinated, suggesting coordination procedures and needed resources, according to the input and work from mission 2, delivered in Ankara by month 8.
- 1.4.1.4. Final version of the document identifying public bodies and stakeholders which should be coordinated, suggesting coordination procedures and needed resources, according to the input and work from mission 3, delivered in Ankara by month 9.

### **Resources**

- *RTA, 6 MS Experts (4 Spanish and 2 Polish), 22 days.*
- *BC Human Resources: PL, RTA Counterpart, Component Leaders (3 experts), 10 experts from the IPPC Core Group, 15 experts from the Strategy Development Team, and 5 experts from the Turkish IPPC Platform.*
- *Other resources (translation, interpretation, training materials). Interpretation will be needed due to the load of meetings between MS and BC experts plus the documentation needed to be translated before and during the implementation of the activity.*

**Component 2: Definition of procedures and supporting materials, strategy for the implementation of the Directive, and legislative alignment**

Component 2 of the project includes i) a set of missions to define the optimum procedures to follow in the IPPC permitting process in Turkey, to provide support to prepare several guides and manuals, and to establish a strategy for the implementation of IPPC permitting to existing installations (subcomponent 2.1), and ii) another set of missions to draft a Turkish (IPPC) permitting legislation (subcomponent 2.2).

Minimization of transboundary pollution, and channels of communication with competent authorities in neighbouring Member States related to IPPC installations with transboundary effects will be a subject included in the discussions, and will be reflected in the written outputs (guides, manuals, guidelines, draft of legislation) of component 2.

The STEs team will be led and coordinated by **Mrs. Begoña Nava**.

**Sub-Component 2.1: Procedures to follow in the permitting process**

**Activity 2.1.1: Administrative procedures of permitting for both new and existing installations**

**Method:**

A mission will take place, with the following contents:

- After a lecture of the structure intended to be created to implement the Directive (described in the documents produced in activities 1.3 and 1.4), presentation of the procedures in Spain and Poland, including the supporting manuals for the industries presenting the permits and for the administrative staff evaluating the permits, emphasizing practical aspects which could be applied in the Turkish case.
- Brainstorming with the Turkish experts to ask them the questions raised during the lecture and listen to the comments/suggestions of the Turkish experts on this issue, with the goal to agree on the administrative procedures which could be optimum in Turkey.
- Preparation of a document with the structure of the contents of two guidelines, one for the industries presenting the permits and the other for the administrative staff evaluating the permits, according to the administrative procedures agreed with the Turkish beneficiaries previously. The guidelines will treat separately the cases of existing installations (simpler) and new installations or modifications of existing ones (more complex).
- In mission 1 will participate, apart from other Spanish and Polish experts, one expert from the Spanish law firm Garrigues, to provide support in relation to the legal aspects and coherence with the activities related to the drafting of legislation (activities 2.2.1 and 2.2.2), which will be in

charge of experts from that firm (see subcomponent 2.2 and the explanations therein).

### **Benchmarks:**

Target group of these benchmarks: MoEF staff related to the control of industrial emissions (30 experts). The implementation of the activity will take place along 5 days.

- 2.1.1.1. Mission performed until month 8.
- 2.1.1.2. Document with the structure of the contents of two guidelines, one for the industries presenting the permits and the other for the administrative staff evaluating the permits, delivered in Ankara by month 8.

### **Resources**

- RTA, 3 MS Experts (1 Polish and 2 Spanish), 15 days and 1 MS Spanish Private Sector expert (5 days).
- BC Human Resources: PL, RTA Counterpart, Component Leaders (3 experts), 10 experts from the IPPC Core Group, and 5 experts from the Turkish IPPC Platform.
- Other resources (translation, interpretation, training materials). Interpretation will be needed due to the load of meetings between MS and BC experts plus the documentation needed to be translated before and during the implementation of the activity.

### **Activity 2.1.2: Definition of technical requirements for the application of IPPC-proof permitting (including BAT compatible conditions and measures)**

#### **Method:**

A mission will take place, with the following contents:

- Presentation of National BREFs in Spain and Poland in relation to EU BREFs, focussing on how to elaborate national sector guides, asking the Turkish experts to tell what aspects of each country's experience would be interesting to apply in the elaboration of sector guides in Turkey.
- In relation to BREFs, analysis of several options of implementation: through inclusion in legislation, through the establishment of an IPPC information centre, through the inclusion of BAT assessment in EIA reports, etc.
- Preparation of a document analysing the options and making recommendations for the elaboration of sector guides and the implementation of BREFs. In relation to this second objective 4 sector guides will be elaborated, but the corresponding missions are included within activity 2.1.4.

**Benchmarks:**

Target group of these benchmarks: MoEF staff related to the control of industrial emissions (30 experts). The implementation of the activity will take place along 5 days.

- 2.1.2.1. Mission performed until month 10.
- 2.1.2.2. Document analysing the options and making recommendations for the elaboration of sector guides and the implementation of BREFs, delivered in Ankara by month 10.

**Resources**

- RTA, 2 MS Experts (1 Polish and 1 Spanish) / 10 days.
- BC Human Resources: PL, RTA Counterpart, Component Leaders (3 experts), 10 experts from the IPPC Core Group, 5 experts from the Turkish IPPC Platform.
- Other resources (translation, interpretation, training materials). Interpretation will be needed due to the load of meetings between MS and BC experts plus the documentation needed to be translated before and during the implementation of the activity.

**Activity 2.1.3: Strategy for the implementation of IPPC permitting to existing installations (timetable, financial consequences, sector/regional phasing)**

**Method:**

The success of this activity will depend on the timely availability of the inventory of IPPC facilities in Turkey which should be prepared by the Technical Assistance project complementing this Twinning.

Two missions will take place within this activity, with the following contents:

- Mission 1:
  - o Starting from a previous reading of the information from the Technical Assistance related to the inventory of IPPC installations and the structure agreed to be created to implement the Directive (described in the documents produced in activities 1.3 and 1.4), meeting with the Turkish experts to solve any possible doubts from the lecture.
  - o Write a first draft of the strategy, to be reviewed and commented by the Turkish experts
- Mission 2:
  - o Starting from the first draft and the Turkish comments to it, elaboration of a second version of the strategy.
  - o Presentation of the second version to discuss it with the Turkish experts.

- Inclusion of the comments or corrections suggested by the Turkish experts, to obtain a final document approved by the beneficiaries.

### **Benchmarks:**

Target group of these benchmarks: MoEF staff related to the control of industrial emissions (30 experts). The implementation of the activity will take place along 4 months.

- 2.1.3.1. Mission 1 performed until month 21, and mission 2 performed until month 23.
- 2.1.3.2. First draft of the implementation strategy, delivered in Ankara by month 21.
- 2.1.3.3. Final version of the implementation strategy, delivered in Ankara by month 24.

### **Resources**

- *RTA, 4 MS Experts (Spanish) / 14 days.*
- *BC Human Resources: PL, RTA Counterpart, Component Leaders (3 experts), 10 experts from the IPPC Core Group, 5 experts from the Turkish IPPC Platform and 15 experts from Strategy Development Team.*
- *Other resources (translation, interpretation, training materials). Interpretation will be needed due to the load of meetings between MS and BC experts plus the documentation needed to be translated before and during the implementation of the activity.*

### **Activity 2.1.4: Templates, manuals, guidebooks, handbooks and technical references for the support of the procedural mainstream**

#### **Method:**

Two main sets of missions are planned: i) the first 3 missions will be devoted to the elaboration of the general manuals for the industries presenting the permits and for the administrative staff evaluating the permits. These manuals will be used in all the training missions of activity 4.2 once they are ready. ii) the remaining 12 missions will have as objective to prepare 4 sector guidelines, to be used also in the related training missions of activity 4.2 once they are ready.

- Mission 1:
  - Starting from a previous reading of the documents prepared in activities 2.1.1, 1.3.3 and 1.4.1, preparation of the new version of the document delivered in activity 2.1.1 regarding procedures and guidelines for industries and Administration, incorporating the comments from the Turkish beneficiaries.
  - Presentation of the corrected document to discuss it with the Turkish experts.

- Inclusion of the comments or corrections suggested by the Turkish experts, to obtain a final document approved by the beneficiaries.
- Start of the preparation of the two guidelines whose structure is described in the document (one guide for the industries presenting the permits and the other for the administrative staff evaluating the permits)
- Mission 2:
  - Completion of the first version of the two guides.
  - Presentation of the guides to discuss them with the Turkish experts.
- Mission 3:
  - Preparation of a second version of the guides, incorporating the Turkish comments of the previous mission.
  - Presentation of the guides to the Turkish experts, so that they make their final comments.
  - Preparation of the final version of the guides, incorporating the last Turkish comments, to obtain the approval of the beneficiaries.
  - Forwarding of the guide for industries to those industries which will participate in the pilot cases of activity 4.2.

A set of 4 sector guides will be prepared (3 by Spanish experts and 1 by Polish experts), for the sectors which may be considered of highest priority for the beneficiaries (chemical industry (specially petrochemical), iron and steel, LCPs and textile industry, unless a justified higher priority is given to another sector/s), in close collaboration with representatives from the corresponding industrial sectors. The decision on which sectors to choose will be taken in the mission of activity 4.1. The training sessions of activity 4.2 will be focussed also on these sectors and will make use of these guides. For each guide, 3 missions will take place, a first one to define the general outline and contents, a second one to prepare the first draft and present it to the Turkish experts to receive their comments, and a third one to incorporate the comments and prepare the final version of the guide:

#### Sector 1:

- Mission 4: definition of the general outline and contents of the guide for sector 1.
- Mission 5: preparation of the first draft of guide for sector 1 and presentation to the Turkish experts to receive their comments.
- Mission 6: incorporation of the comments received in the previous mission and preparation of the final version of the guide of sector 1.

#### Sector 2:

- Mission 7: definition of the general outline and contents of the guide for sector 2.

- Mission 8: preparation of the first draft of guide for sector 2 and presentation to the Turkish experts to receive their comments.
- Mission 9: incorporation of the comments received in the previous mission and preparation of the final version of the guide of sector 2.

### Sector 3:

- Mission 10: definition of the general outline and contents of the guide for sector 3.
- Mission 11: preparation of the first draft of guide for sector 3 and presentation to the Turkish experts to receive their comments.
- Mission 12: incorporation of the comments received in the previous mission and preparation of the final version of the guide of sector 3.

### Sector 4:

- Mission 13: definition of the general outline and contents of the guide for sector 4.
- Mission 14: preparation of the first draft of guide for sector 4 and presentation to the Turkish experts to receive their comments.
- Mission 15: incorporation of the comments received in the previous mission and preparation of the final version of the guide of sector 4.

### **Benchmarks:**

Target group of these benchmarks: MoEF staff related to the control of industrial emissions (30 experts) and industries falling under the scope of the IPPC Directive (20 experts). The implementation of the activity will take place along 10 months.

Related to the preparation of the two generic guides for the industry and the environmental Administration:

- 2.1.4.1. Mission 1 performed until month 11, mission 2 performed until month 13, and mission 3 performed until month 14.
- 2.1.4.2. Corrected version of the document delivered in activity 2.1.1, delivered in Ankara by month 11.
- 2.1.4.3. First draft of the two guides prepared in mission 2, delivered in Ankara by month 13.
- 2.1.4.4. Final version of the two guides prepared in mission 3, delivered in Ankara by month 14.

Related to the preparation of a guide for sector 1:

- 2.1.4.5. Mission 4 performed until month 14, mission 5 performed until month 16, and mission 6 performed until month 17.
- 2.1.4.6. Document defining the general outline and contents of the guide of sector 1, delivered in Ankara by month 14.
- 2.1.4.7. First draft of the guide for sector 1, delivered in Ankara by month 16.

- 2.1.4.8. Final version of the guide for sector 1, delivered in Ankara by month 17.

Related to the preparation of a guide for sector 2:

- 2.1.4.9. Mission 7 performed until month 15, mission 8 performed until month 17, and mission 9 performed until month 18.
- 2.1.4.10. Document defining the general outline and contents of the guide of sector 2, delivered in Ankara by month 15.
- 2.1.4.11. First draft of the guide for sector 2, delivered in Ankara by month 17.
- 2.1.4.12. Final version of the guide for sector 2, delivered in Ankara by month 18.

Related to the preparation of a guide for sector 3:

- 2.1.4.13. Mission 10 performed until month 16, mission 11 performed until month 18, and mission 12 performed until month 19.
- 2.1.4.14. Document defining the general outline and contents of the guide of sector 3, delivered in Ankara by month 16.
- 2.1.4.15. First draft of the guide for sector 3, delivered in Ankara by month 18.
- 2.1.4.16. Final version of the guide for sector 3, delivered in Ankara by month 19.

Related to the preparation of a guide for sector 4:

- 2.1.4.17. Mission 13 performed until month 17, mission 14 performed until month 19, and mission 15 performed until month 20.
- 2.1.4.18. Document defining the general outline and contents of the guide of sector 4, delivered in Ankara by month 17.
- 2.1.4.19. First draft of the guide for sector 4, delivered in Ankara by month 19.
- 2.1.4.20. Final version of the guide for sector 4, delivered in Ankara by month 20.

## **Resources**

- *RTA, 44 MS Experts (35 Spanish and 9 Polish), 176 days.*
- *BC Human Resources: PL, RTA Counterpart, Component Leaders (3 experts), 10 experts from the IPPC Core Group, and 5 experts from the Turkish IPPC Platform.*
- *Other resources (translation, interpretation, training materials). Interpretation will be needed due to the load of meetings between MS and BC experts plus the documentation needed to be translated before and during the implementation of the activity.*

## **Activity 2.1.5: Definition in the guides of the links between legislation, BREFs, PRTR register and other related reporting documents**



**Method:**

A mission will take place, with the following contents:

- Meeting with the Turkish beneficiaries to determine which aspects should be clarified in the document to be prepared.
- Elaboration of a document where those aspects are clarified, including the relation between legislation, BREFs, e-PRTR register and reporting documents demanded by the requirements imposed by Directives related to the IPPC Directive.
- Presentation of the document to discuss it with the Turkish experts, to see if there are any comments or modifications to include.
- Preparation of the final version of the document.

**Benchmarks:**

Target group of these benchmarks: MoEF staff related to the control of industrial emissions (30 experts). The implementation of the activity will take place along 4 days.

- 2.1.5.1. Mission performed until month 12.
- 2.1.5.2. Document clarifying the relation between legislation, BREFs, e-PRTR register and reporting documents demanded by the requirements imposed by Directives related to the IPPC Directive, delivered in Ankara by month 12.

**Resources**

- *RTA, 2 Spanish Experts / 8 days.*
- *BC Human Resources: PL, RTA Counterpart, Component Leaders (3 experts), and 10 experts from the IPPC Core Group.*
- *Other resources (translation, interpretation, training materials). Interpretation will be needed due to the load of meetings between MS and BC experts plus the documentation needed to be translated before and during the implementation of the activity.*

**Sub-Component 2.2: Drafting of a Turkish integrated (IPPC) permitting legislation, agreed by the MoEF following a participatory consultative process with all stakeholders**

This sub-component is divided into 2 activities: i) the elaboration of a first draft of legislation, which will be subject of public consultation (activity 2.2.1), and ii) the preparation of a final legislation draft including the input from the public consultation process (activity 2.2.2).

Most of the Spanish experts participating in this sub-component belong to Garrigues, the law consultancy firm which prepared the Spanish IPPC law for

the Spanish Ministry of Environment, and which has prepared until now the regional and local IPPC legislation for 4 Spanish regions. They are the only ones available in the Member States who have the expertise both at national and regional level to perform successfully this adaptation of the Turkish law to the IPPC Directive.

Note: due to the upcoming new Directive on Industrial Emissions, as a function of its development and if considered convenient by the Twinning Partners the work will be focussed on drafting a legislation to adapt the new Directive instead of the IPPC Directive. Again, the outputs will be elaborated if needed in such a way that they will be flexible enough, so that they will be easily adapted to either of two systems: the one currently in place, or a system including an Environmental Protection Agency with their regional offices.

### **Activity 2.2.1: Elaboration of the first IPPC legislation draft**

#### **Method:**

Two missions will take place, with the following contents:

- Mission 1:
  - Presentation of the key aspects in the regulations of Spain and Poland, which could be interesting to take into account in the Turkish case.
  - Meeting with the Turkish experts and work to establish the main guiding lines and contents of the draft of IPPC Turkish legislation.

After this mission, the Spanish experts will need a month in Spain to do the following:

- Analysis of the existing relevant Turkish legislation, related to prior environmental administrative controls (15 days, which in terms of man-days will be 30)
- Elaboration of the first draft (15 days, which in terms of man-days will be 30)

The draft will be then sent to the Polish expert who participated in the first mission and the Turkish beneficiaries, to be reviewed by them (2 weeks).

- Mission 2:
  - Meeting with the Turkish experts to discuss the first draft.
  - Inclusion of Turkish and Polish comments in the draft legislation, which will be subject to public consultation.

#### **Benchmarks:**

Target group of these benchmarks: MoEF staff related to the control of industrial emissions (30 experts). The implementation of the activity will take place along 4 months.

- 2.2.1.1. Mission 1 performed until month 7, and mission 2 performed until month 9.
- 2.2.1.2. First draft of the IPPC legislation, delivered in Ankara by month 8.
- 2.2.1.3. Final draft of the IPPC legislation which is to be subject to public consultation, delivered in Ankara by month 10.

### **Resources**

- *RTA, 4 Spanish Private Sector experts (20 days) and 3 MS Experts (1 Spanish and 2 Polish) / 15 days.*
- *BC Human Resources: PL, RTA Counterpart, Component Leaders (3 experts), 5 experts from the Turkish IPPC Platform, 10 experts from the IPPC Core Group, and 15 experts from the Strategy Development Team.*
- *Other resources (translation, interpretation, training materials). Interpretation will be needed due to the load of meetings between MS and BC experts plus the documentation needed to be translated before and during the implementation of the activity.*

### **Activity 2.2.2: Preparation of the final legislation draft after the public consultation process**

#### **Method:**

Two missions will take place, with the following contents:

- Mission 1:
  - Meeting with the Turkish experts to analyze the comments and statements received during the public consultation process, and decide which ones should be incorporated.
  - Preparation of a report listing the statements which will be incorporated.

After this mission, the Spanish experts will need 6 weeks in Spain to do the following:

- Detailed study of the comments and statements selected and incorporation of them into the draft of the legislation (3 weeks)
- Elaboration of the second legislation draft (3 weeks)

The draft will be then sent to the Turkish beneficiaries, to be reviewed by them (2 weeks).

- Mission 2:
  - Meeting with the Turkish experts to discuss the second draft.
  - Inclusion of Turkish comments to obtain the final draft legislation, to be agreed by the beneficiaries.

**Benchmarks:**

Target group of these benchmarks: MoEF staff related to the control of industrial emissions (30 experts). The implementation of the activity will take place along 6 months.

- 2.2.2.1. Mission 1 performed until month 13, and mission 2 performed until month 16.
- 2.2.2.2. Report listing the statements which will be incorporated, delivered in Ankara by month 14.
- 2.2.2.3. First draft of the IPPC legislation including the statements selected in mission 1, delivered in Ankara by month 16.
- 2.2.2.4. Final draft of the IPPC legislation, agreed by the beneficiaries, delivered in Ankara by month 17.
- 2.2.2.5. Letter of Approval by the High Level in MoEF, delivered in Ankara by month 18.

**Resources**

- *RTA, 4 Spanish Private Sector experts (20 days) and 1 Spanish Expert (5 days).*
- *BC Human Resources: PL, RTA Counterpart, Component Leaders (3 experts), 5 experts from the Turkish IPPC Platform, 10 experts from the IPPC Core Group, and 15 experts from the Strategy Development Team.*
- *Other resources (translation, interpretation, training materials). Interpretation will be needed due to the load of meetings between MS and BC experts plus the documentation needed to be translated before and during the implementation of the activity.*

**Component 3: Determination of the resources needed within the Public Sector for the implementation of the IPPC Directive**

Component 3 of the project is composed of 1 activity, whose success will depend, as in the case of activity 2.1.3, on the timely availability of the inventory of IPPC facilities in Turkey which should be prepared by the Technical Assistance project complementing this Twinning.

The calculation of resources will include the resources needed to minimize transboundary pollution, and to establish channels of communication with competent authorities in neighbouring Member States related to IPPC installations with transboundary effects.

The STEs team will be led and coordinated by **Mr. Xavier Carbonell**.

**Activity 3.1: Determination of technical, institutional and financial requirements for a fully functioning IPPC permitting and inspection regime in Turkey**

**Method:**

Four missions will take place within this activity, with the following contents:

- Mission 1:
  - Starting from a previous reading of the information from the Technical Assistance related to the inventory of IPPC installations and the structure agreed to be created to implement the Directive (documents prepared in activities 1.3.3 and 1.4.2), meeting with the Turkish experts to solve any possible doubts.
  - Elaboration of a document indicating which data are needed to make the estimate of the needed resources, and which programme of activities is suggested to obtain such data.
  - Meeting with the Turkish experts to comment the document and see if there are suggestions or comments.
  - If there is time available, start with that programme of activities.
- Mission 2:
  - Hold the necessary meetings to gather all the data needed.
  - Start with the preparation of the first draft of document with the estimate of the resources needed to implement the Directive.
  - Presentation to the Turkish experts of the part of the document prepared, to see if there are comments to it.
- Mission 3:
  - Completion of the first draft, incorporating the Turkish comments made in the previous mission.
  - Presentation to the Turkish experts, to see if there are comments to it.
  - Inclusion of the comments.
  - Presentation of the modified draft to the Turkish experts, asking once more for feedback.
- Mission 4:
  - Inclusion of the last comments made by the Turkish experts in the previous mission.
  - Presentation to the Turkish experts, to see if there are comments to it.
  - In case there are comments, inclusion of them.
  - Presentation of this last version to the Turkish experts, to obtain approval.

**Benchmarks:**

Target group of these benchmarks: MoEF staff related to the control of industrial emissions (30 experts). The implementation of the activity will take place along 4 months.

- 3.1.1. Mission 1 performed until month 21, mission 2 performed until month 22, mission 3 performed until month 23, and mission 4 performed until month 24.
- 3.1.2. Document indicating the data needed for the estimate of resources, and programme to perform, delivered in Ankara by month 21.
- 3.1.3. Structure and beginning of the first draft of estimate of resources, delivered in Ankara by month 22.
- 3.1.4. First complete draft of estimate of resources, delivered in Ankara by month 23.
- 3.1.5. Final version of document estimating the resources needed from the side of the Public Sector, delivered in Ankara by month 24.

### Resources

- RTA, 8 Spanish Experts / 28 days.
- BC Human Resources: PL, RTA Counterpart, Component Leaders (3 experts), 5 experts from the Turkish IPPC Platform, 10 experts from the IPPC Core Group, and 15 experts from the Strategy Development Team.
- Other resources (translation, interpretation, training materials). Interpretation will be needed due to the load of meetings between MS and BC experts plus the documentation needed to be translated before and during the implementation of the activity.

### Component 4: Training to increase the institutional and technical capacity of all relevant stakeholders

Training activities based on the manuals produced will take place during the second year of execution of the project (activity 4.2), focused on the four sectors chosen in the Training Needs Analysis (activity 4.1). Coordination with the training provided by the Technical Assistance Project complementing this Twinning will be sought.

To fulfill the training requirements stated in the Twinning fiche in a most practical way, for each of the 4 sectors selected (3 sectors will be responsibility of Spanish experts and 1 sector of Polish experts) three missions will take place:

- In the first mission a visit of the MS experts to an industrial installation will be made, and based on one guide of mission 2.1.4.c (guide for the industries on how to present a good permit draft) the experts will explain which information is needed from that industry in order to prepare the

corresponding IPPC permit in the second mission. The industry must compromise to provide all the information in less than 2 months.

- In the second mission, two months later, the MS experts will prepare, together with the representatives from the industry and the Turkish experts from the environmental Administration, the IPPC permit application for that industrial installation, based on the information provided by the industry and on two guides: i) the basic guide of activity 2.1.4 for the industries on how to present a good permit draft, and ii) the corresponding sector guide prepared also within activity 2.1.4.
- In the third mission, the MS experts will prepare, together with the representatives from the industry and the Turkish experts from the environmental Administration, the IPPC permit for that industrial installation, based on two guides: i) the basic guide of activity 2.1.4 for the Administration on how to evaluate a permit draft, and ii) the corresponding sector guide prepared also within activity 2.1.4.

The STEs team will be led and coordinated by **Mrs. María Colmenares**.

#### **Activity 4.1: Training Needs Analysis and preparation of the training programme**

##### **Method:**

A mission will take place, with the following contents:

- Training Needs Analysis through a meeting with the beneficiaries, considering both the sectors of highest interest and which are the most polluted regions.
- Preparation of the training programme to be implemented for 5 selected sectors (for whom also sector guides will be prepared in 15 missions of activity 2.1.4), coordinated with the Technical Assistance component.
- Presentation of the programme to the Turkish experts, asking for feedback.
- Inclusion of the Turkish comments into the programme.
- Start of the organisation and contacting of the MS experts who should be in charge of the different training sessions, as well as the industries who should be visited.

##### **Benchmarks:**

Target group of these benchmarks: MoEF staff related to the control of industrial emissions (30 experts). The implementation of the activity will take place along 4 days.

- 4.1.1. Mission performed until month 13.
- 4.1.2. Document with the training programme for activity 4.2, delivered in Ankara by month 13.

##### **Resources**

- RTA, 2 Spanish Experts / 8 days.
- BC Human Resources: PL, RTA Counterpart, Component Leaders (3 experts), and 10 experts from the IPPC Core Group.
- Other resources (translation, interpretation, training materials). Interpretation will be needed due to the load of meetings between MS and BC experts plus the documentation needed to be translated before and during the implementation of the activity.

#### **Activity 4.2: Training programme on the implementation of the IPPC Directive in 4 industrial sectors**

##### **Method:**

As described in the start of this component, twelve missions will take place within this activity, with the following contents:

##### Sector 1:

- Mission 1:
  - Visit one industrial installation of sector 1.
  - Based on one guide of activity 2.1.4 (guide for the industries on how to present a good permit draft) explanation of which information is needed from that industry in order to prepare the corresponding IPPC permit in the next mission for that sector.
  - The industry must compromise to provide all the information in less than 2 months.
- Mission 2:
  - Preparation, together with the representatives from the industry and the Turkish experts from the environmental Administration, of the IPPC permit application for the industrial installation of the previous mission
  - Work based on the information provided by the industry and on two guides: i) the basic guide of activity 2.1.4 for the industries on how to present a good permit draft, and ii) the corresponding sector guide prepared also within activity 2.1.4.
- Mission 3:
  - Preparation, together with the representatives from the industry and the Turkish experts from the environmental Administration, of the IPPC permit for the industrial installation of the previous mission
  - Work based on the information provided by the industry, the application draft of the previous mission and on two guides: i) the basic guide of activity 2.1.4 for the Administration on how to evaluate a permit draft, and ii) the corresponding sector guide prepared also within activity 2.1.4.



- Delivery of a questionnaire to the trainees, to assess their degree of satisfaction with the training delivered.

**Sector 2:**

- Mission 4:
  - Visit one industrial installation of sector 2.
  - Based on one guide of activity 2.1.4 (guide for the industries on how to present a good permit draft) explanation of which information is needed from that industry in order to prepare the corresponding IPPC permit in the next mission for that sector.
  - The industry must compromise to provide all the information in less than 2 months.
- Mission 5:
  - Preparation, together with the representatives from the industry and the Turkish experts from the environmental Administration, of the IPPC permit application for the industrial installation of the previous mission
  - Work based on the information provided by the industry and on two guides: i) the basic guide of activity 2.1.4 for the industries on how to present a good permit draft, and ii) the corresponding sector guide prepared also within activity 2.1.4.
- Mission 6:
  - Preparation, together with the representatives from the industry and the Turkish experts from the environmental Administration, of the IPPC permit for the industrial installation of the previous mission
  - Work based on the information provided by the industry, the application draft of the previous mission and on two guides: i) the basic guide of activity 2.1.4 for the Administration on how to evaluate a permit draft, and ii) the corresponding sector guide prepared also within activity 2.1.4.
  - Delivery of a questionnaire to the trainees, to assess their degree of satisfaction with the training delivered.

**Sector 3:**

- Mission 7:
  - Visit one industrial installation of sector 3.
  - Based on one guide of activity 2.1.4 (guide for the industries on how to present a good permit draft) explanation of which information is needed from that industry in order to prepare the corresponding IPPC permit in the next mission for that sector.
  - The industry must compromise to provide all the information in less than 2 months.

- Mission 8:
  - Preparation, together with the representatives from the industry and the Turkish experts from the environmental Administration, of the IPPC permit application for the industrial installation of the previous mission
  - Work based on the information provided by the industry and on two guides: i) the basic guide of activity 2.1.4 for the industries on how to present a good permit draft, and ii) the corresponding sector guide prepared also within activity 2.1.4.
- Mission 9:
  - Preparation, together with the representatives from the industry and the Turkish experts from the environmental Administration, of the IPPC permit for the industrial installation of the previous mission
  - Work based on the information provided by the industry, the application draft of the previous mission and on two guides: i) the basic guide of activity 2.1.4 for the Administration on how to evaluate a permit draft, and ii) the corresponding sector guide prepared also within activity 2.1.4.
  - Delivery of a questionnaire to the trainees, to assess their degree of satisfaction with the training delivered.

**Sector 4:**

- Mission 10:
  - Visit one industrial installation of sector 4.
  - Based on one guide of activity 2.1.4 (guide for the industries on how to present a good permit draft) explanation of which information is needed from that industry in order to prepare the corresponding IPPC permit in the next mission for that sector.
  - The industry must compromise to provide all the information in less than 2 months.
- Mission 11:
  - Preparation, together with the representatives from the industry and the Turkish experts from the environmental Administration, of the IPPC permit application for the industrial installation of the previous mission
  - Work based on the information provided by the industry and on two guides: i) the basic guide of activity 2.1.4 for the industries on how to present a good permit draft, and ii) the corresponding sector guide prepared also within activity 2.1.4.
- Mission 12:
  - Preparation, together with the representatives from the industry and the Turkish experts from the environmental Administration, of

the IPPC permit for the industrial installation of the previous mission

- Work based on the information provided by the industry, the application draft of the previous mission and on two guides: i) the basic guide of activity 2.1.4 for the Administration on how to evaluate a permit draft, and ii) the corresponding sector guide prepared also within activity 2.1.4.
- Delivery of a questionnaire to the trainees, to assess their degree of satisfaction with the training delivered.

### **Benchmarks:**

Target group of these benchmarks: MoEF staff related to the control of industrial emissions (30 experts) and industries of the 4 sectors subject of training (20 experts). The implementation of the activity will take place along 7 months.

Related to the training on sector 1:

- 4.2.1. Mission 1 performed until month 17, mission 2 performed until month 19, and mission 3 performed until month 20.
- 4.2.2. Example of IPPC permit, delivered by month 20.
- 4.2.3. Around 15 trainees have participated in missions 2 and 3, and affirm in a questionnaire their satisfaction with the training, by month 20.

Related to the training on sector 2:

- 4.2.4. Mission 4 performed until month 18, mission 5 performed until month 20, and mission 6 performed until month 21.
- 4.2.5. Example of IPPC permit, delivered by month 21.
- 4.2.6. Around 15 trainees have participated in missions 5 and 6, and affirm in a questionnaire their satisfaction with the training, by month 21.

Related to the training on sector 3:

- 4.2.7. Mission 7 performed until month 19, mission 8 performed until month 21, and mission 9 performed until month 22.
- 4.2.8. Example of IPPC permit, delivered by month 22.
- 4.2.9. Around 15 trainees have participated in missions 8 and 9, and affirm in a questionnaire their satisfaction with the training, by month 22.

Related to the training on sector 4:

- 4.2.10. Mission 10 performed until month 20, mission 11 performed until month 22, and mission 12 performed until month 23.
- 4.2.11. Example of IPPC permit, delivered by month 23.
- 4.2.12. Around 15 trainees have participated in missions 11 and 12, and affirm in a questionnaire their satisfaction with the training, by month 23.

## Resources

- RTA, 24 MS Experts (18 Spanish and 6 Polish) / 96 days.
- BC Human Resources: PL, RTA Counterpart, Component Leaders (3 experts), 10 experts from the IPPC Core Group, 4 experts from each of the provinces where the pilot plants are located (4 provinces total), and 3 representatives from the corresponding industrial sectors. In the case of missions 2, 3, 5, 6, 8, 9, 11 and 12 BC Human Resources will amount to around 15-20 people.
- Other resources (translation, interpretation, training materials). Interpretation will be needed due to the load of meetings between MS and BC experts plus the documentation needed to be translated before and during the implementation of the activity.

### **Activity 4.3: Assessment of activities, proposals for further collaborations to reach complete implementation of IPPC Directive**

This activity will be performed towards the end of the project combined with the closure events (Activity 0.2). Its purpose is to bring together the MS coordinators and key experts to elaborate a detailed assessment of the project and discuss with the beneficiaries on further training needs and possible future cooperation projects using bilateral and multilateral funds which could help to reach a complete implementation of the IPPC Directive in Turkey.

#### **Method:**

A mission will take place, with the following contents:

- Assessment of further Training Needs through a meeting with the beneficiaries, considering both the sectors of highest interest and which are the most polluted regions.
- Assessment of the performance of the project in the components 1, 2 and 3.
- Meeting with the beneficiaries to see what possible future cooperation projects to reach a complete implementation of IPPC Directive would be desirable, using available bilateral and multilateral funds.

#### **Benchmarks:**

Target group of these benchmarks: MoEF staff related to the control of industrial emissions (30 experts). The implementation of the activity will take place along 3 days.

- 4.3.1. Mission performed until month 24.
- 4.3.2. Report with the assessment of the different components of the project and proposals for further collaborations to reach complete implementation of IPPC Directive, delivered in Ankara by month 24.

**Resources**

- *RTA, 7 Experts (5 Spanish, 2 Polish) / 21 days.*
- *BC Human Resources: PL, RTA Counterpart, Component Leaders (3 experts), 10 experts from the IPCC Core Group, and 5 experts from the Strategy Development Team.*
- *Other resources (translation, interpretation, training materials). Interpretation will be needed due to the load of meetings between MS and BC experts plus the documentation needed to be translated before and during the implementation of the activity.*

## ANNEX I

### ARTICLE 5. SCHEDULE

To shorten the length of the names of the benchmarks, for each activity they will be named B1, B2... Example: In activity 1.2.4 the benchmark 1.2.4.1 will be B1, benchmark 1.2.4.2 will be B2, and so on.

Project month	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
<b>Component 0: Opening and Closing Events</b>																								
Act. 0.1 Opening events				B1																				
Act. 0.2 Closing events																								B1
<b>Component 1: Definition of the Institutional Framework and functions for the coordination and implementation of the IPPC Directive</b>																								
Act. 1.1.1 Roadmap				B2	B1 B3																			
Act. 1.2.1 Benchmarking					B2	B1 B3 B4																		
Act. 1.2.2 First study visit Spain				B1 B2 B3																				
Act. 1.2.3 2 <sup>nd</sup> study visit Spain										B1 B2 B3														
Act. 1.2.4 3 <sup>rd</sup> st. visit Poland														B1 B2 B3										

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Project month	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
Act. 1.2.5 4 <sup>th</sup> study visit Spain																		B1 B2 B3						
Act. 1.3.1 IPPC body					B2	B3		B1 B4																
Act. 1.4.1 Coordination						B2		B3	B1 B4															

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Project month	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	
<b>Component 2: Definition of procedures and supporting materials, strategy for the implementation of the Directive, and legislative alignment</b>																									
Act. 2.1.1 Procedures								B1 B2																	
Act. 2.1.2 Tech. requirements										B1 B2															
Act. 2.1.3 Strategy																					B2			B1	B3
Act. 2.1.4 Supporting materials										B2		B3	B1 B4 B6	B10	B7 B14	B5 B8 B11 B18	B9 B12 B15	B13 B16 B19	B17 B20						
Act. 2.1.5 Links											B1 B2														
Act. 2.2.1 First legislation draft								B2	B1	B3															
Act. 2.2.2 Leg. after consultation													B2		B1 B3	B4	B5								



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Project month	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	
<b>Component 3: Determination of the resources needed within the Public Sector for the implementation of the IPPC Directive</b>																									
Act. 3.1 Estimate resources of																						B2	B3	B4	B1 B5
<b>Component 4: Training to increase the institutional and technical capacity of all relevant stakeholders</b>																									
Act. 4.1 TNA & training plan													B1 B2												
Act. 4.2 IPPC training																					B1 B2 B3	B4 B5 B6	B7 B8 B9	B10 B11 B12	
Act. 4.3 Assessment & further steps																									B1 B2
<b>Management and reporting</b>																									
Steering committees																									
Quarterly reports																									

## **ARTICLE 6. RESOURCES**

### **6.1. Human Resources**

#### **6.1.1. Member State(s)**

##### **Reporting hierarchy within the project team**

Throughout the entire project period the RTA will report to the Spanish Project Leader. All the information regarding planning and implementation of the project will be shared between the Project Leader, the Polish Junior Partner Leader and the RTA.

##### **Institutions participating in the project**

The Directorate General for Environmental Quality and Assessment within the Spanish Ministry of Environment and Rural and Marine Affairs will lead the Twinning Project with the participation of the Chief Inspectorate of Environmental Protection within the Polish Ministry of the Environment as Junior Partner, with the following MSs Institutions being involved in the Twinning Project, all of them with the status of Administration

- Spanish Ministry of Environment and Rural and Marine Affairs
- Polish Ministry of the Environment
- Regional Ministries of Environment of the 17 Regions of Spain

Participation of MS experts from other MS countries is contemplated as a possible input which can broaden the perspectives of the beneficiaries in components 1 and 4 of the project, if wished by the beneficiaries. Experts from the following institutions form part of the experts' pool:

- ADEME (French Environment and Energy Management Agency), France (Mandated Body)
- Umweltsbundesamt (Ministry of Environment), Austria

##### **Key positions in the project**

**Mrs. Maj-Britt LARKA ABELLÁN**, Deputy General Director of Air Quality and Industrial Environment within the Directorate General for Environmental Quality and Assessment of the Spanish Ministry of Environment and Rural and Marine Affairs, is appointed as the **Project Leader**.

Mrs. Maj-Britt LARKA acting as Project Leader, will be the person responsible for developing the activities assigned to Spain by the Contract and will enjoy full responsibility over the human and material resources from the Member States side gathered for the Project.

The Spanish Project Leader will provide daily support and guidance to the project. His main functions are to provide for overall project coordination, to perform administrative tasks (signing administrative documents and letters) providing necessary support to implement activities and to mobilize STEs; daily contact with the RTA, with the BC PL as well as with the RTA counterpart in order to provide sound coordination.

The specific tasks of the Project Leader include co-chairing Steering Committee Meetings to supervise the work development, to estimate the quality of the achieved results and to assess and follow the training process. He will devote three (3) days per month and two (2) days on site visit every three months.

In line with the overall objectives of the Twinning Contract, the Project Fiche and the Twinning Manual, he will have overall strategic responsibility for the Twinning. On behalf of MSs, in association with the RTA, and, where necessary, in consultation with the component leaders, he will be responsible for ensuring that the implementation of the Twinning remains on schedule and that the projected objectives are delivered on time, to a satisfactory quality and within budget. Specifically, he will:

- Maintain general oversight of the progress of the Twinning.
- Deal with any significant issues or difficulties which may arise in conjunction with the Turkish Project leader, RTA and short-term experts to deal and resolve such difficulties swiftly.
- Maintain general oversight of the Twinning's administration within MSs, including overall financial management.
- Submit quarterly reports and a final report to the Commission.
- Assume overall responsibility for the implementation of the Twinning.

He will also be responsible for:

- Allocation of MSs experts
- Organization of seminars, in the MSs.
- Organization of study tours in MSs.

The Spanish Ministry of Environment and Rural and Marine Affairs has appointed **Mr. César SEOÁNEZ** for the Twinning Project, as the **Resident Twinning Advisor**. He will be appointed to the project on a full time basis and he will reside in Ankara at the headquarters of the Turkish Ministry of Environment and Forestry during the duration of the Project. He has recently worked as RTA for the 18 month Twinning Project RO-06-IB-EN-06 in Turkey, thus having an excellent experience to guarantee a successful implementation of the Project.

RTAs status is that of technical experts. Like other technical experts, RTA provides technical advice and assists the administration or other public sector bodies in the beneficiary country in the context of a predetermined work plan. He is in charge of the day-to-day implementation of the project in Turkey.

RTA carries out his duties and conducts himself solely with the interests of the host administration in the beneficiary country and those of the EU in mind. RTA abstains from any action and, in particular, any public expression of opinion, which may reflect on their position.

RTA exercises the greatest discretion with regard to all facts and information coming to his knowledge in the course of or in connection with the performance of their duties; he will not in any form whatsoever disclose to any unauthorized person any document or information not already made public. He continues to be bound by this obligation after their period of secondment has terminated.

RTA may not, whether alone or together with others, publish or cause to be published any matter relying to their work with the host administration in the beneficiary country or the EU without obtaining permission from the EU Commission and the beneficiary administration with the conditions and rules in force in the country of their assignment.

All rights to any work done by RTA in the performance of their duties become the property of the beneficiary country in question. The MS and the Commission will be permitted to use the results of the work elsewhere by permission of the beneficiary country.

RTA will reside in the place of assignment, and will be bound by the rules on hours of work in force in the host administration.

The main task of the RTA will be to work together with the Turkish Project Coordinators appointed by the Turkish Ministry of Environment and Forestry, and with the Turkish and EU Members States.

In this sense, among others, the RTA will:

- Play the key role in the management of the twinning project.
- Monitor the project implementation and propose corrective management actions.
- Plan and coordinate outputs, ensuring proper quality of them.
- Assist in the preparation of all strategic project documents (inception study, sector strategy/policy/plan, quarterly monitoring reports, final project report, training manuals, etc.).

- Co-ordinate the technical assistance from the EU Member States, required to effectively carrying out the activities of the project, that includes the nomination and mobilization of the experts, as well as their work's supervision.
- Coordinate and organize training activities, study visits, seminars, workshops, and public awareness activities.
- Co-ordinate the transfer of the know-how acquired during the training courses.
- Support and consultancy on technical infrastructure and current trends.
- Provide detailed reports on the impact of the project.
- Monitor the disbursement of funds of the project.

Mrs. **Joanna HUCZKO** will lead the Polish STEs team. Mrs. Huczko is chief specialist of the Chief Inspectorate for Environmental Protection within the Polish Ministry of the Environment, and has experience in international institutional building projects as she has been among others Project Leader of a bilateral Norwegian-Polish project to improve the efficiency of the Polish Environmental Inspection System.

She will be responsible for the selection of Polish STEs, for the organization of the study visit to Poland, for the proper management of the budget allocated to the Junior Partner, and timely deliver of invoices, reports and related documentation needed by the Leading MS to prepare the quarterly and final financial reports. She will as well attend the steering committees and the Kick-off and Closure Events. She will spend at least 3 working days per month in her home administration for the project.

The logistics of the project implementation will be provided by **FIIAPP**. Public Foundation created under the Spanish Ministry of Foreign Affairs as a result of a cooperation agreement between the Ministry of Public Administration (INAP) and the Agency for International Cooperation (AECI). **FIIAPP** is a mandated body entrusted by the Framework Agreement signed between the European Commission and the Government of Spain as the management unit for Twinning.

The Project Leader will entrust the management of financial and administrative issues to **FIIAPP**, according to the Framework Agreement signed between the Government of Spain and the European Commission. The Project Leader delegates the signature of the Request for Advance and all other financial documents related to the project to **FIIAPP**.

**FIIAPP** is in charge of the management of all Twinning Projects awarded to Spain and has a large experience on promoting co-operation between the Spanish Administration and its counterparts in different countries. **FIIAPP** has a specific unit for the management of the Twinning Program.

Contact data:

**MS Project Leader:**

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**MS Junior Partner Leader:**

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**RTA**

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The RTA will be assisted by an **experienced team of serving officials** from the Spanish and Polish Local, Regional and State Administrations belonging to bodies related to environmental matters which include the activities described in the fiche. Assistance from experienced experts in these fields coming from the private sector will also be considered.

These experts will have recent internal experience in different aspects of the implementation of the IPPC Directive. They will also have expertise in designing training material, and delivering theoretical and practical training. They will:

- Assess the principal areas, classifying risks and identifying appropriate solutions.

- Train selected Turkish experts from the Ministry of Environment and Forestry and other Turkish environmental bodies and related administrations and stakeholders on the effective practical application of these measures.
- Advice for seconding selected Turkish experts from the Ministry of Environment and Forestry and other Turkish environmental bodies and related administrations and stakeholders in performing and improving day-to-day activities.
- Support and guidance for the activities organized by the Turkish side in training, awareness activities with public/companies.
- Evaluate activities performed and Turkish proposals for their improvement.

Taking into account the complexity of the project there will be **4 component leaders** who will be responsible for organizing and carrying the activities for each of the four components of the project:

#### **For component 1: Mrs. Carmen Canales**

Chief of the Area of Industry & Environment of the DG Quality and Environmental Assessment of the Spanish Ministry of Environment and Rural and Marine Affairs. She has been since 1996 the main responsible within the Ministry of the transposition and implementation of the IPPC Directive in Spain. Her thorough experience in the field includes: i) Transposition and Implementation of the Directive 96/61/CE IPPC to the Spanish legislation. Coordination of the transposition works of the IPPC Directive and IPPC Spanish law, ii) Direction and coordination of EPER/e-PRTR, iii) Coordination of and participation in 17 groups of experts for the elaboration of 17 BREFs, and iv) Negotiation and coordination of Voluntary Agreements Industry – Ministry of Environment – Regional Governments. Chloro-soda, paper pulp and paper (only waters), cement.

#### **For component 2: Mrs. Begoña Nava**

Since 2001 Mrs. Nava has been providing technical, legal and administrative expertise to the DG Quality and Environmental Assessment of the Spanish Ministry of Environment and Rural and Marine Affairs, more specifically: i) Legal support on the development, wording and implementation of the Spanish Law 16/2002 concerning Integrated Pollution Prevention and Control Law (IPPC), ii) Coordination and collaboration in the writing of the draft Regulation developing the 16/2002 IPPC Law, iii) Participation in the working group in charge of the transposition into national legislation of 2003/35 Directive of 26 May 2003, providing for public participation in respect of the drawing up of certain plans and programmes relating to the environment and amending with regard to public participation and access to justice Council Directives 85/337 and 96/61, iv) Review and participation in the working group for the preparation of the draft bill on “Greenhouse gases emission

allowance trading” and its connection with the IPPC Spanish Law, v) Participation in the working group in charge of the transposition of Environmental Liability Directive into national legislation, vi) Participation and coordination of the Spanish delegation in the working group for the preparation of the Best Available Technique reference document (BREF) on “Management of tailings and waste-rock in mining Activities”, as well as on “Surface treatment of metals industry”, both consequence of the observance of the IPPC Directive 96/61, vii) Coordination of the working groups for the writing of the Spanish Guides of Best Available Techniques for the industrial sectors of beer, meat, milk products and surface treatment of metals, viii) Support on the preparation, organization y dissemination of the EPER-Spain register, ix) Participation, as Spanish delegation, in the negotiation of the international Protocol on Pollutant Release and Transfer Register (PRTR) that have taken place in the United Nations Economic Commission for Europe (UNECE), x) Collaboration on the development of the European Union Network for the Implementation and Enforcement of Environmental Law (IMPEL).

### **For component 3: Mr. Xavier Carbonell**

**Mr. Carbonell** has been working, since 1991 for the Regional Government of Cataluña, within the Directorate General for Environmental Quality of the Regional Ministry of Environment, holding the following positions: i) Technical Coordinator. Barcelona’s Territorial Commission of Industries and Classified Activities (1991-1996), ii) Head of the Section of Environmental Programming (1997-1998), iii) Head of the Section of Control and Inspection of Activities (1999-2006), iv) Head of Service of Monitoring and Information of Activities (2007-now). His main duties have been: i) Follow up the IPPC - Integrated Pollution Prevention and Control, European Directive 96/61/CE – in the industrial activities of Catalonia, ii) Evaluate R+D+i projects and define the conditions of the integrated environmental authorization for these plants, iii) Give technical advice to companies on the integrated environmental authorization procedure and related environmental issues, iv) Follow up the control’s actions of the IPPC activities, v) Elaborate the technical report in relation to the non- compliance of the environmental indicators in the control’s acts, vi) Elaborate criteria of performance, methodology and coordination of the environmental activities’ control, vii) Manage, coordinate and make the follow-up of the environmental data bases about the Inventory EPER / PRTR, viii) Spread and advise the local entities in general and social agents in the application of the procedure of integral intervention and environmental impact assessment of activities.

### **For component 4: Mrs. María Colmenares**

Head of Section within the Area of Industry & Environment of the DG Quality and Environmental Assessment of the Spanish Ministry of Environment and Rural and Marine Affairs. She has had since 2004 the following responsibilities: i) Meetings and drafting of the IPPC Spanish Regulation, ii) Meetings and drafting documentation in the framework of the European Commission. Member of the Technical Working Group for



the Food, Drink and Milk processes BREF, iii) Follow up of implementation of Food, Drink and Milk processes, Intensive Livestock Farming and Slaughterhouses and Animal By products BREFs, iv) Meetings and drafting of Guides of Best Available Techniques in the food sector: Sugar, Vegetables Transformation, Broiler and Chicken Industry, Sea Foods, Prepared Ultrafrozen Plates and Malta industry, v) Follow up EPER/PRTR in Spanish Ministry, vi) Meetings in the framework of European Commission member of the IEF (Information Exchange Forum), vii) Meetings of IMPEL environmental network, viii) Follow up of Environmental permits under IPPC law, ix) Evaluation and follow up of R+D+I projects, x) Follow up of voluntary agreements with the Paper Industry Sector, and xi) Participation in the National Inventories of Dioxins, meetings with research institutes and industrial sectors. Selection of target activities and design of measures to take.

### **RTA Assistant**

Throughout the entire period of the Twinning implementation, the RTA will have a full time assistant at his disposal; this assistant will be located with both the RTA and his Turkish counterpart. The assistant will help them in all the project duties as mentioned above relating to the activities that will take place during the Twinning, with emphasis in organisational tasks, and Turkish administrative and legal matters.

The selected assistant will have a relevant background as a graduated from University. She/He will speak English apart from Turkish.

The assistant is neither involved in the selection process nor in the drafting of the covenant. Neither is the assistant a civil servant nor agent of the beneficiary nor is on leave from the beneficiary for the last six months.

He/she will be contracted by the MS, her/his salary will be paid from the Twinning budget.

The role of the RTA assistant will be:

- Interpreting meetings and other oral conversations from MS languages to Turkish and vice versa;
- Translating documents, regulations, training materials, information materials and other written material from MS languages to Turkish and vice versa;
- Drafting of written materials with relation to the project in Turkish and MS languages;
- Drafting of minutes of meetings;
- Elaboration of programs for short term experts and other foreign specialists with relation to the project;

- Perform necessary office and office management tasks including filing;
- Assist the RTA, his counterpart, the short term experts, and other foreign specialists involved in the project in matters related to language problems or other problems due to being and working in a foreign country;
- Organisation of trainings, expert missions, study visits, meetings;
- Provide satisfactory translation of documents and interpretation for the RTA and his counterpart and short-term experts, in cases where separate arrangements for translation or interpretation cannot be made;
- Assist the RTA planning the visits of the Short-term experts (travel, accommodation, residence and work in Turkey, accompany EU experts on field missions within Turkey);
- Provide administrative assistance for the Twinning Project;
- General support to the RTA in terms of office management, record keeping, correspondence;
- Assist the RTA in identifying, contracting and monitoring commercial translation and interpretation services;
- Develop and maintain close working contacts and relations with Turkish officials involved in the Twinning, contacts at other beneficiary organizations and the Project Leaders under the direction of the RTA and his counterpart.

The RTA Assistant position has been assigned after a selection procedure to Mrs. Arzu Kılıç (CV attached to the Contract).

### **Language Assistant**

Throughout the entire period of the Twinning implementation, the RTA will have a full time Language Assistant at his disposal; this Language Assistant will be located with both the RTA and his Turkish counterpart. The Language Assistant will help them in all the project duties as mentioned above specially concerning all the work related to translation and interpretation.

The selected Language Assistant will have a relevant background as a graduated from University. She/He will be fluent in English, Spanish and Turkish.

The Language Assistant is neither involved in the selection process nor in the drafting of the covenant. Neither is the Language Assistant a civil servant nor agent of the beneficiary nor is on leave from the beneficiary for the last six months.

He/she will be contracted by the MS, her/his salary will be paid from the Twinning budget.

The role of the Language Assistant will be:

- Interpreting meetings and other oral conversations from MS languages to Turkish and vice versa;
- Translating documents, regulations, training materials, information materials and other written material from MS languages to Turkish and vice versa;
- Drafting of written materials with relation to the project in Turkish and MS languages;
- Drafting of minutes of meetings;
- Elaboration of programs for short term experts and other foreign specialists with relation to the project;
- Perform necessary office management tasks including filing;
- Assist the RTA, his counterpart, the short term experts, and other foreign specialists involved in the project in matters related to language problems or other problems due to being and working in a foreign country;
- Interpretation during the courses, trainings, workshops and similar meetings that will be held within the project activities in addition to the professional interpretation.
- Assist the RTA planning the visits of the Short-term experts (travel, accommodation, residence and work in Turkey).

The Twinning Language Assistant position has been assigned after a selection procedure to Mrs. Nilufer Ultav Sert (CV attached to the Contract).

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Codes for nationalities: SP (Spanish), PL (Polish), FR (French), AU (Austrian)

Name	Present position	Employer	Years of exp.	Nation.	Education	Specialist knowledge	BC experience	Languages
Carmen Canales	Chief of the Area of Industry & Environment	Ministry of Environment and Rural and Marine Affairs	20	SP	Industrial Chemist. Master in plastics and rubbers	Described in the next subsection. She will be the coordinator of component 1.	<p>Since 1996:</p> <ul style="list-style-type: none"> <li>o Transposition and Implementation of the Directive 96/61/CE IPPC to the spanish legislation. Coordination of the transposition works of the IPPC Directive and IPPC spanish law.</li> <li>o National Focal Point on Information Exchange Forum (IEF)</li> <li>o Assistance to meeting of IPPC working groups: Committee of article 19th; IPPC Expert Group (IEG);</li> </ul> <p>Direction and coordination of <b>EPER/PRTR</b></p> <ul style="list-style-type: none"> <li>o Assistance to the meetings of european PRTR: Committee of the article 19 of law 166/2006.</li> <li>o Assistance to the meetings for the implementation of the PRTR protocol in the Aarhus Convention</li> </ul>	Spanish English French

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							(UNECE)	
Begoña Nava	Technical and legal senior expert	Ministry of Environment and Rural and Marine Affairs	9	SP	Lawyer. Master in legal, economic and social organization of the environment	Described in the next subsection. She will be the coordinator of component 2.	<p>Since 2001:</p> <ul style="list-style-type: none"> <li>- Technical, legal and administrative support, specially during the Spanish presidency of the European Union in 2002 on all the subjects related to industrial emissions,</li> <li>- Management and coordination of the subvention's program of the European Union LIFE ENVIRONMENT;</li> </ul> <p>Participation, as Spanish delegation, in the negotiation of the international Protocol on Pollutant Release and Transfer Register (PRTR) that have taken place in the United Nations Economic Commission for Europe (UNECE);</p> <p>Collaboration on the development of the European Union Network for the Implementation and Enforcement of Environmental Law (IMPEL);</p>	Spanish English
Francisco Carbonell	Head of Service of Monitoring	Regional Ministry of	18	SP	Biologist. Environmental	Described in the next subsection. He will be the		Spanish

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	and Information of Activities	Environment of Cataluña			engineer. Master in engineering and environmental management	coordinator of component 3.		Catalan English French
María Colmenares	Section Head in the Directorate for Quality and Environmental Assessment	Ministry of Environment and Rural and Marine Affairs	5	SP	Agricultural Chemist.	Described in the next subsection. She will be the coordinator of component 4.	Since 2004: Meetings and drafting documentation in the framework of the European Commission. Member of the Technical Working Group for the Food, Drink and Milk processes BREF Meetings in the framework of European Commission member of the IEF (Information Exchange Forum). Meetings of IMPEL environmental network.	Spanish English French
Andrés Herguedas	Chief of Section, Air Quality	Regional Ministry of Environment of Castilla y León	5	SP	Doctor in Chemistry	He is the ultimate responsible for, i) The Air Quality Control Network and ii) The Trade of Emission Rights, In the Region of Castilla y León. See CV for more details.	Participation as short term expert in Twinning RO-06-IB-EN-06	Spanish English
Daniel Martín-Montalvo	Environmental inspector	Regional Ministry of Environment of Madrid	5	SP	MsC in Environmental Science	Environmental Inspection. Industrial wastewater monitoring. Monitoring of IPPC and EIA industries and activities. Design of inspection plans according to Recommendation		Spanish English French

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						of the European Parliament and of the Council of 4 April 2001 providing for minimum criteria for environmental inspections in the Member States	
Carina Amigo	Environmental expert	Regional Ministry of Environment of Cataluña	8	SP	Agriculture Engineer Diploma in Business Management Master of Quality Management in Agriculture and Food Sector Postgraduate in Financial Direction	Supervisions and control of IPPC files. Processing licenses and environmental authorisations of companies within the scope of the IPPC directive, including the following activities: farms, agricultural cooperatives, extractive activities, waste management facilities, food industry, textile industry, paper industry, chemical industry, metal foundries.	Spanish English
Cristina Armengol	Environmental biologist expert	Regional Ministry of Environment of Cataluña	3	SP	Biologist.	Overview and control of IPPC files. Processing licenses and environmental authorisations of companies within the scope of the IPPC directive. Control over the implementation of the IPPC Directive in the industries of diverse sectors: pharmaceutical industry, fertilizers plants, ceramic industry, paper industry, slaughterhouses, farms, end-of-life vehicle processing facilities, textile industry	Spanish Catalan English French

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Noemí Lozano	Environmental biologist expert	Regional Ministry of Environment of Cataluña	5	SP	Biologist Master in Engineering and Environmental Management	Working in the process of IPPC permits drafting, screening, monitoring, for permits corresponding to many different sectors: farms, agricultural cooperatives, extractive activities, waste management operators, food industry, textile industry, paper industry, chemical industry, foundries	Spanish Catalan English French Portuguese
Yolanda Marqués	Environmental specialist	Regional Ministry of Environment of Valencia	8	SP	Industrial engineer	Textile Sector of the Region of Valencia" - Member of the working groups: "BAT Guide of the ceramics tiles of the Region of Valencia"; "BAT Guide of the wood furniture industry of the Region of Valencia"; Group for Sustainable Construction in the Region of Valencia; "Technologies in Surface Treatments" (EU Project Zero Plus); "Definition of ELVs in the sector of Surface Treatments". - Environmental reports monitoring; elaboration of collaboration covenants in environmental issues between the Regional Ministry and social and private sector agents; organisation of environmental training programmes. - Responsible of the Collaborating Entities Registry in the subject of environmental quality of the Region of	Spanish English French



## ANNEX I

						Valencia, mainly: register management, participation in the meetings with the entities registered to define their working strategies; report about the modification of the regional law regulating the Registry.		
José Ignacio Elorrieta	Executive Director for Environment (retired as civil servant)	Cementos Portland Valderrivas	20	SP	Doctor in Biology	<p>Outstanding experience in most environmental fields. Between 2004 and 2007 was General Deputy Director of the Air Quality and Risk Prevention Department within the Spanish Ministry of Environment, and was responsible of the transposition of the IPPC Directive in Spain during that period.</p> <p>He has held as well several other high-rank positions (see CV), like General Director of Environment of the Regional Ministry of Environment of the Region of Navarra.</p>	<p>He has been head of the Spanish delegation in numerous international conferences related to environmental and health protocols from 1985 to 2007 (see CV), among them:</p> <p>Representative in the Council of the European Agency for the Environment and National Focal Point of it. (From November 2004 to March 2007).</p> <p>Head of the Spanish delegation in the 2nd Conference of the Parts of the Stockholm Agreement (Geneva, Switzerland. May 2006).</p> <p>- Head of the Spanish Delegation in the 1st Conference of the Parts of the Stockholm Agreement (Punta del Este. Uruguay. May 2005).</p> <p>- Co-president of the EU-</p>	Spanish English French

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							JUSSANNZ Regional Meeting on the Strategic Approach to International Chemicals Management (SAICAM) Barcelona, Spain 20-22 November 2006. - Head of the Spanish Delegation in the International Conference on chemicals Management (ICCM). Dubai. 3-9 February 2006.	
Íñigo de Vicente-Mingarro	Project manager, environmental senior expert	Ministry of Environment and Rural and Marine Affairs	15	SP	Doctor in Geology	<p>Since 1997 providing technical assistance to implement the IPPC Directive in Spain. Some of the projects he has managed are:</p> <p><i>Study for the transposition of the Directive 96/61/CE relative to integrated pollution and prevention control to the Spanish environmental legislation framework</i></p> <p><i>Technical assistant to elaborate the 1<sup>st</sup> Spanish Report on Representative Emission Limit Values in industrial sectors under IPPC Directive requirements</i></p> <p>Working Group on Pollutant Releases and Transfer Registers (WG on PRTRs) and Preparatory Working Group for the First Meeting of the Parties</p>	<p>In the framework of his work has participated in numerous European working groups. Since 2000 the following:</p> <p>Meetings and drafting of documentation in the framework of the <b>European Commission</b>:</p> <ul style="list-style-type: none"> <li>o Assistance to meeting of European PRTR legislation: Committee of article 19th of Regulation 166/2006.</li> <li>o Assistance to meeting of IPPC working groups: Committee of article 19th; IPPC Expert Group (IEG); Information Exchange Forum (IEF)</li> <li>o Member of the TWG for the Glass BREF review.</li> </ul>	Spanish English French

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						<p>(PWG-MOP-1)  <i>Technical assistance for data gathering process in EPER-España</i>  <i>Technical assistance to the Spanish Ministry of Environment for establishing the Spanish PRTR Register "PRTR-España" according to the European Regulation 166/2006 and PRTR Protocol"</i></p>	<ul style="list-style-type: none"> <li>• Meetings and drafting of documentation in the framework of <b>UNECE</b>: <ul style="list-style-type: none"> <li>o Assistance to meetings of the WG on Implementation of PRTR Protocol under Aarhus Convention.</li> <li>o Assistance to meetings of the PRTR Coordinating Group.</li> </ul> </li> <li>• Meetings and drafting of documentation in the framework of the <b>OECD</b>: member of the PRTR Task Force.</li> </ul>	
Jaime Fernández	Chief of Service for the Environmental Prevention and Climate Change	Regional Ministry of Environment of Castilla y León	22	SP	Biologist Environmental Engineer	<p>Since 2006 is the main responsible in the Region of Castilla y León for the:</p> <ul style="list-style-type: none"> <li>- Management of the control of the air quality in Castilla y León</li> <li>- Climate Change measures in Castilla y León</li> <li>- Integrated Pollution Prevention and Control implementation in Castilla y León</li> </ul> <p>Before, he worked within 1987 and 2005 in several departments of the Regional Ministry of Environment of that Region, being responsible for the following tasks:</p> <p>Organisation and Direction of the waste management at a regional scale</p> <ul style="list-style-type: none"> <li>- Organisation and Direction of</li> </ul>	Participation as short term expert in Twinning RO-06-IB-EN-06	Spanish English

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						<p>air quality management at a regional scale</p> <ul style="list-style-type: none"> <li>- Organisation and Direction of the implementation of the IPPC Directive at a regional scale</li> <li>Organisation and Direction of implementation of the noise legislation at a regional scale</li> <li>- Control of atmospheric pollution</li> <li>- Environmental inspection activities</li> <li>- Implementation of the management system for waste coming from the health sector</li> <li>- Design and Direction of training programmes</li> <li>- Provision of information to the public on subjects such as environmental impact assessment, hazardous and toxic waste, atmospheric pollution</li> </ul>		
José Gil	Head of the Regional Environmental Laboratory	Regional Ministry of Environment of Galicia	15	SP	Industrial engineer	<p>Environmental Inspections Spanish Network President</p> <p>From 1994 to 2004 has worked on environmental inspections, first as inspector and then as Head of Department of Environmental Inspections.</p> <p>From 2004 to 2009 was Head of the Department responsible at regional level for Ambient air quality automatic monitoring</p>		Spanish English

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						control management,, Air emissions registries management,,environmental inspections		
Luis Suárez	<b>Head of the department of Industrial Environment</b>	Regional Ministry of Environment of Castilla-La Mancha	17	SP	Industrial engineer Master in applied mechanics	<p>Since the year 1992 he has been the main responsible in the Region of Castilla-La Mancha of:</p> <p><i>Implementing</i> IPPC Directive in the region  <i>Permitting</i> IPPC <i>installations (over 450 sites)</i> in the region, including large volume organic chemicals industry, “LVOC”</p> <p>Process validation and maintenance of the emission registers (EPER and PRTR) for that industries</p> <p>Industrial Air Pollution Control. Issuing emission permits for industrial plants (over 4.000 in the region)</p> <p>Issuing Greenhouse gas emissions permits to installations under the scope of Directive 2003/87 (100 installations in the region). Verification of allowances and their inscription in the national registry</p> <p>In charge of the regional air quality control network</p> <p>In charge of the regional</p>		Spanish English French

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						laboratory of environmental quality		
Mariona Gibert	Environmental expert	Regional Ministry of Environment of Cataluña	6	SP	Doctor in Organic Chemistry Master in environmental engineering and management	<p>Since 2005 her duties have included:</p> <ul style="list-style-type: none"> <li>• Follow up the <b>IPPC</b> - Integrated Pollution Prevention and control, European Directive 96/61/CE – in the industrial activities of Catalonia.</li> <li>• Evaluation and follow-up of R+D+i Projects.</li> <li>• Evaluate industries and define the conditions of the integrated environmental authorization (limits of pollutant emissions, application of BAT - best available techniques, waste minimization, etc.)</li> <li>• Technical advice to companies on the integrated environmental authorization and related environmental issues.</li> </ul>	Participation as short term expert in Twinning RO-06-IB-EN-06	Spanish Catalan English French German
Miguel Sousa	Chief of Water Quality	Regional Ministry of Environment of Andalucía	24	SP	Industrial engineer	<p>Outstanding experience in the environmental field. In the period 2000-2008 was the <b>responsible for implementing the IPPC Directive in Andalucía (Environmental Assessment, Integrated Permits, Control and Inspection of the activities covered by the directive)</b></p>		Spanish French English
Miryam Sánchez	General Director of Waste	Municipality of Madrid	15	SP	Biologist Master in	From 1996 to 2004 provided technical assistance to environmental regional	She was Project Leader of a Twinning Project for the implementation of the IPPC	Spanish English

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	Treatment				Environmental Pollution Environmental sciences specialist Computers organic analyst	administration on environmental integration of projects, hazardous wastes management, control, monitoring, surveillance, regulation and fine system, administrative procedures During this period, she was Project Leader of a Twinning Project for the implementation of the IPPC Directive in Poland (2001) Currently she is the main responsible for the waste treatment facilities of the city of Madrid, having experience on the submission of IPPC permits for waste management installations. She has managed or participated in more than 70 environmental projects.	Directive in Poland (2001) She has attended more than 20 international seminars as speaker in different European and American countries	Italian
Neus Chico	Environmental expert	Regional Ministry of Environment of Cataluña	5	SP	Chemical engineer Master in environmental management	Since 2005 her duties have included: <ul style="list-style-type: none"> <li>• Follow up the <b>IPPC</b> - Integrated Pollution Prevention and control, European Directive 96/61/CE – in the industrial activities of Catalonia.</li> <li>• Evaluation and follow-up of R+D+i Projects.</li> <li>• Evaluate industries and define the conditions of the integrated environmental authorization (limits of pollutant emissions, application of BAT - best available techniques, waste</li> </ul>	Participation as short term expert in Twinning RO-06-IB-EN-06	Spanish Catalan English

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						minimization, etc.) • Technical advice to companies on the integrated environmental authorization and related environmental issues.		
Mary Patricia Callaghan	Environmental expert	Regional Ministry of Environment of Valencia	4	SP	Biologist in Zoology Ph.D. courses on environmental awareness	Expertise within the scope of the IPPC directive, procedures and level of implementation of the IPPC in the Region of Valencia Member of Regional Environmental Board Short term expert for Environmental Liability Directive in Spain		Spanish English
Santiago Garrido	Head of the Environmental Department	Garrigues Abogados	17	SP	Lawyer Master in Environmental Policy and Management Master in International Business Law	Since 2000 is the head of the environmental department of the law firm Garrigues, which has been responsible during this period, through contracts with the National and Regional Ministries of Environment, of the transposition of the IPPC Directive in the national legislation, and of the legislative development of that Directive at regional level for 4 regions.	Participation as short term expert in Twinning RO-06-IB-EN-06	Spanish English
Olga Serrano	Lawyer of the Environmental Department	Garrigues Abogados	7	SP	Doctor in Law. Specialist in EU law.	Since 2005 works in the environmental department of the law firm Garrigues, which has been responsible during this period, through contracts with the National and Regional Ministries of Environment, of the	She has been a guest lecturer at various foreign universities, such as San Antonio Abad de Cuzco University (Peru), the University of Tiumén (Belarus), the Faculty of Arts of the University of	Spanish English



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						transposition of the IPPC Directive in the national legislation, and of the legislative development of that Directive at regional level for 4 regions.	Amsterdam, etc.	
Luis González	Associate of the Environmental Department	Garrigues Abogados	10	SP	Lawyer Master in Environmental Law Executive in Energy market Executive in town planning and real state	Since 1999 works in the environmental department of the law firm Garrigues, which has been responsible during this period, through contracts with the National and Regional Ministries of Environment, of the transposition of the IPPC Directive in the national legislation, and of the legislative development of that Directive at regional level for 4 regions.	Participation in the study of information obligations under the International Environmental Conventions. - Legal advice to the Banco de Inversión in the procedure for the administrative concession of División Municipal de Aguas (DIMA) of San Pedro Sula, Honduras.	Spanish English
Adam Nadolski	Inspector of Environmental Protection	Voidvodship inspectorate of environmental protection	17	PL	Master of Science in Chemistry Postgraduate studies in Microcomputer Programming	17 years of experience in environmental inspection of industries.		Polish English
Agata Bucko-Serafin	Chief Inspector	Voidvodship inspectorate of environmental protection	19	PL	Master of Science in Environmental Protection. Postgraduate in Environmental Protection	19 years of experience in environmental inspection of industries, both in on-site inspections as well as on the planning, management, coordination, etc, of inspections.		Polish English
Danuta Jasiuk	Chief Specialist	Voidvodship	23	PL	Master in	20 years of experience in		Polish

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	in Inspections	inspectorate of environmental protection			Science and Engineering, specialized in textile industry	environmental inspection of industries. Before specialized in textile industries.		English German
Jaroslaw Gontek	Senior Inspector	Voidvodship inspectorate of environmental protection	19	PL	Master in Science Master in environmental management & cleaner production in industry Master in supervision of polluting industries	Since 1990 has alternated private sector with public administration experience in the field of environmental management of industries and environmental inspections, focussing in air pollution	4 years of co-operating with foreign companies – basic language: English	Polish English Russian
Jaroslaw Rasala	Environmental Protection Manager - Major	Voidvodship inspectorate of environmental protection	22	PL	Master of Science – Heat Management & Furnaces Engineering	21 years of experience in environmental inspection of industries.		Polish English Russian
Joanna Piekutowska	Director of Inspection and Administrative Ruling Dept.	Polish Chief Inspectorate for Environmental Protection	20	PL	Environmental engineer Postgraduate studies in EU law and management	20 years of experience in environmental inspection of industries, both in on-site inspections as well as on the planning, management, coordination, etc, of inspections.	Participation since 1995 in numerous EU meetings and conferences. Participation in IMPEL projects, and in one bilateral project with Norway. Participation in various study visits within Twinings.	Polish English
Karolina Muchla	Environmental	Voidvodship	4	PL	Master of	4 years specialised on		Polish

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	Inspector	inspectorate of environmental protection			Engineering – Chemical & Process Eng.	inspections to monitor fulfilment of E-PRTR and REACH regulations, and E-PRTR database management.		English
Kazimierz Liszka	Head Specialist – Environmental Inspection	Voidvodship inspectorate of environmental protection	29	PL	Master in Technical Sciences Expert on risk assessment	27 years of experience in environmental inspection of industries, both in on-site inspections as well as on the evaluation of environmental complaints.	Has benefited from two training courses, one in Japan and the other in the USA.	Polish English Spanish
Lukasz Hada	Senior Specialist – Environmental Inspection	Voidvodship inspectorate of environmental protection	6	PL	Master of Engineering	6 years of experience in environmental inspection of industries.		Polish English
Marcin Tomasz Jaros	Environmental Inspector – Senior Specialist	Voidvodship inspectorate of environmental protection	7	PL	Master of Science – Chemical Engineering & Environmental Protection	7 years of experience in environmental inspection of industries, monitoring the fulfilment of the SEVESO Directive and REACH Regulation.		Polish English
Marek Szultis	Chief Specialist in Inspections	Voidvodship inspectorate of environmental protection	25	PL	Master in Science and Engineering, specialized in mining industry	23 years of experience in environmental inspection of industries. Before specialized in mining industries and waste management.		Polish English German
Mariusz Piotrowski	Senior Environmental Inspector	Voidvodship inspectorate of environmental protection	7	PL	Master in Engineering of Processing and Environmental Protection	7 years of experience in environmental inspection of industries and review of environmental permits documentation.		Polish English

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Hubert Norbert Sauer mann	Head of Inspectors Unit	Voivodship Inspectorate for Environmental Protection in Rzeszow	21	PL	Master in Environmental management Master in reduction of pollutant emissions	21 years of experience in environmental inspection of industries, both in on-site inspections as well as on the planning, management, coordination, etc, of inspections.		Polish English
Krzysztof Wojcik	Director	Voivodship Inspectorate for Environmental Protection in Łódź	6	PL	Master in Environmental Protection Master in Public Relations	<p>Since 2003 involved in:</p> <ul style="list-style-type: none"> <li>- managing and co-ordinating departments of the Inspectorate</li> <li>- planning the work of the Inspectorate in co-operation with voivodship inspector for environmental protection</li> <li>- managing the quality of publications and reports issued by the Inspectorate conducting environmental inspections of enterprises (mainly in the field of waste managing, reuse and utilistation, including packaging waste)</li> <li>- co-ordinating inspection programmes in the voivodship and preparing reports of them</li> <li>- issuing decisions with regard to inspections</li> <li>- arrangement of IPPC permits, among them to the textile industry sector</li> </ul>	June 2008-May 2009 has been in the EEA headquarters as seconded national expert in the area of waste management	Polish English Spanish
Herbert Wiesenberger	Expert in the field of integrated plant	Umweltbundesamt (Austrian Federal	10	AU	Engineer – Doctor in Chemistry/ Chemical	Background in chemistry and chemical technologies of Inorganic Materials. Experience in Environmental		German English Spanish

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	technologies (Technical Formation & Environmental Studies - EIA; BAT/IPPC)	Environment Agency)			Technology of Inorganic Materials	studies in the field of the IPPC and EIA directives. Austrian National Expert for Large Volume Gaseous and Liquid Inorganic Chemicals and for Large Volume Solid Inorganic Chemicals in the IPPC Member of the Technical Working Groups (Sevilla).		
Franck Delacroix	Expert engineer	ADEME (French Environment and Energy Management agency)	19	FR	Chemical engineer	<p>He has begun his career as a local regulator for refineries, chemical plants, hazardous waste incineration, car manufacture, etc... in a highly intensive industrial area of Normandy.</p> <p>He has also been involved as a French expert in most of the IPPC technical working groups of the sectors included in the focused activities.</p> <p>It is still the case for the review concerning cement, lime, the glass industry, etc...</p> <p>The heart of his expertise is more focussed on air emissions.</p> <p>He has published around 30 technical documents: guides, articles, studies, etc...</p>	<p>He has participated, as short term expert or project leader, to the implementation of twinning projects especially on IPPC and to TAIEX events in Bulgaria (1998), Poland (2000/2001), Romania (2003/2004), Latvia (2004) ,Slovenia (2004) and Romania (2005/2009).</p>	French German English

### 6.1.2. Beneficiary Country

**Dr. Mustafa ŞAHİN**, Deputy General Director for environmental Management in MoEF , is appointed as the **Project Leader**.

He acts as the counterpart of the MS Project Leader and ensures in close co-operation the overall steering and co-ordination of the project.

His main functions are:

- Assuring overall coordination of the project (weekly, monthly, etc.) and establishing the connections between the different beneficiaries of the project and twinning partners.
- Maintaining general oversight of the progress of the Twinning, including overall financial management
- Performing administrative tasks (signing administrative documents and letters) providing necessary support to implement activities.
- Together with MS Project leader he proposes the strategic decisions for implementing the project and solutions for any possible litigation which may appear on its duration.

The specific tasks of the Project Leader include co-chairing Steering Committee Meetings to supervise the work development, to estimate the quality of the achieved results and to assess and follow the training process.

On behalf of Turkey, and in consultation with the component leaders, he will be responsible for ensuring that the implementation of the Twinning remains on schedule and that the projected objectives are delivered on time, to a satisfactory quality and within budget.

As **counterpart for the RTA**, is appointed **Ms. Ece TAŞDAN TOK**, Head of the Industrial Air Pollution Control Division in the MoEF. The RTA counterpart assures the formal and informal liaison between the representatives of beneficiaries and the RTA in order to fulfil their related tasks, coordinate participation of related departments in Beneficiary Institution and other related parties and lead technical studies on BC side.

**Ms. Ece TAŞDAN TOK** is currently Head of Industrial Air Pollution Control Division within Ministry of Environment and Forestry. She is responsible for the control of air pollution from industrial plants and coordinate industrial pollution control tasks in Turkey. She administers tasks related to these issues like: policy development and preparation of legislation, perform trainings for various stakeholders on implementation of the legislation; prepare, propose and execute projects in this manner. She is also heading the unit that designs and performs permitting of industrial activities. This involves designating permitting procedures, drafting legislation, training permitters, etc.

Industrial Air Pollution Control Division also defines principles in industrial pollution control, designates emission limit values, monitoring rules, trains permitters, inspectors, monitoring professionals, etc.

Functions of the unit involves also communication with industrial sectors, assessment and resolving of regional pollution problems, mobilising resources and taking responsive actions; but not limited to these. Industrial Air Pollution Control Division works on Best Available Techniques, cleaner production measures, establishment of pollutant inventories and registers. The Division not only works on its own but supports several other departments including Environmental Impact Assessment Department, European Environment Agency Division, Inspection Division and Foreign Relations and EU Department.

Ms. TAŞDAN TOK has taken part as contact point and coordinator in the first two IPPC projects carried out in Turkey. Furthermore she coordinates Industrial Pollution Control and Risk Management sector of the EU acquis under the EU accession process.

Ms. TAŞDAN TOK will coordinate the activities in the project, especially on the beneficiary side. She will lead the component leaders and IPPC Core Group. She is also supposed to have total command and control on the execution of project activities and achievement of results.

**BC Project Management Group (PMG):**

PMG is supposed to organize all project execution on the beneficiary side. Organization includes: coordination of project activities within MoEF and among related bodies; sustain communication both between project partners and within MoEF departments, carry out all correspondence organize activities and define resources to be allocated for project activities. PMG not only coordinates beneficiary resources, but also PMG members, being component leaders, will manage activities in technical manner. PMG will also lead the IPPC Core Group in project activities, but ensuring participation of core group members nominated by various departments of the MoEF will be under responsibility of the related departments.

RTA Counterpart will lead the group, which will coordinate tasks and mobilize resources on the BC side. The group will be composed by:

RTA Counterpart (Ece TAŞDAN TOK)

A.Teoman SANALAN

A.Yavuz YÜCEKUTLU

Özlem GÜLAY

**BC Key Experts:**

Project activities are designated under 4 components. On MS side, every component is dedicated to a key expert/component leader (CL). On BC side,

key experts have been nominated as component leader for these components. These key experts will be responsible for fulfilling BC commitments in order to carry out activities and achieve results related to that component. The key experts will also coordinate related parties, and cooperate with the CL that's his/her counterpart. The BC Key Experts are the following:

- **A.Teoman SANALAN:**

A.Teoman SANALAN is working in MoEf in the field of industrial pollution control. His missions include work on policy development, preparation of legislation, permitting of industrial installations; providing expertise in inspection and environmental impact assessment activities. His expertise covers, besides several industrial sectors, particularly iron and steel, metal, energy, paint production, automotive manufacturing.

He works closely with RTA counterpart, Mrs. Ece TAŞDAN TOK and has been nominated as the secondary RTA counterpart.

He is a member of IPPC Experts Group and has participated in group meetings and contributed in preparation of the Industrial Emissions Directive proposal.

He took part in the first two IPPC projects that were carried out between 2003 and 2008. This project will proceed upon results and outputs of those projects.

Mr. SANALAN also acts as the primary contact point for air pollutant emissions within the reporting and information exchange activities of European Environment Agency and European Environmental Information and Observation Network (EEA-EIONET).

He will act as Component leader for Components 1 and 3, and replace Yavuz Yücekutlu if needed as Component leader for Component 2, and Özlem Gülay as Component leader if needed for Component 4.

- **A.Yavuz YÜCEKUTLU**

A.Yavuz YÜCEKUTLU is working in MoEf in the field of industrial pollution control. His missions include work on policy development, preparation of legislation, permitting of industrial installations; providing expertise in inspection and environmental impact assessment activities. His expertise covers, besides several industrial sectors, particularly iron and steel, metal, energy, paint production, automotive manufacturing.

He is closely working on activities related to control and management of POPs; implementation of BAT/BEP concept on especially metal industries. He has participated activities carried out under POPS Regulation and POPs Convention.



He took part in the first two IPPC projects that were carried out between 2003 and 2008. This project will proceed upon results and outputs of those projects.

He will act as Component leader for Component 2 and replace Teoman Sanalan if needed as Component leader for Component 1.

**- Özlem GÜLAY**

Özlem GÜLAY is working in MoEf in the field of industrial pollution control. Her missions include work on policy development, preparation of legislation, permitting of industrial installations; providing expertise in inspection and environmental impact assessment activities. Her expertise covers, besides several industrial sectors, particularly iron and steel, metal, energy, automotive manufacturing.

She took part in the second IPPC project that was carried out between 2006 and 2008. This project will proceed upon results and outputs of this project.

She will act as Component leader for Component 4, and replace Teoman Sanalan if needed as Component leader for Component 3.

Summarizing the roles of these 3 Key Experts, on behalf of the Turkish beneficiaries the following persons will be designated as **Component Leaders**:

**For component 1:**

A.Teoman SANALAN

A.Yavuz YÜCEKUTLU (as Deputy Component Leader)

**For component 2:**

A.Yavuz YÜCEKUTLU

A.Teoman SANALAN (as Deputy Component Leader)

**For component 3:**

A.Teoman SANALAN

Özlem GÜLAY (as Deputy Component Leader)

**For component 4:**

Özlem GÜLAY

A.Teoman SANALAN (as Deputy Component Leader)

Apart from the BC PL, RTA Counterpart and Component Leaders, there will be active participation in the activities of the Twinning of 3 more expert groups

created in the last years to facilitate the implementation of the IPPC Directive. They are the following:

### **IPPC Core Group**

The IPPC Core Group is composed by the experts nominated from each related department of the Ministry of Environment and Forestry. The Core Group consists of 15-20 experts (13 plus substitutes). These experts will be allocated full time during the activities by the Ministry in activity basis. The Beneficiary is expected to refrain from giving other duties to these experts so as not to hinder project activities.

### **IPPC Platform**

The Turkish IPPC Platform is consisting of all related parties that have a concern about IPPC, industrial pollution control, or permitting. The platform started its activities in 2003 to get informed on IPPC and discuss key issues. Since then the platform meetings were held several times. The IPPC Platform involves more than 50 institutions and each meeting is held with an average of 100 participants.

### **IPPC Strategy Development Team**

The IPPC Strategy Development Team for IPPC Implementation in Turkey, chaired by the Deputy Under State Secretary for Environment, and composed by managers with decision-making power of all Ministries who play a role in the permitting process, is the one who will participate in the process of approval of the institutional, procedural and legal changes proposed during this Twinning.

The Turkish beneficiaries of the project commit themselves to take the needed actions to achieve the benchmarks stated successfully. The active participation of the Turkish experts mentioned above will be guaranteed throughout the duration of the project, and failure to fulfil this compromise will have to be duly justified and appropriate measures taken to guarantee the necessary Turkish support to the project.

## **6.2. Curricula Vitae**

- MS Project Leader
- RTA
- Junior Partner Polish Leader
- BC Project Leader
- BC RTA

- Key STEs from the MS (Component Leaders)
- Component Leaders BC Counterparts (Turkish Component Leaders)
- Pool of STEs from the MS for the implementation of the components

**See file attached (Annex 1– Curricula Vitae)**

### **6.2 Material Resources**

The beneficiary country commits itself to cover the costs of the following provisions:

Adequately equipped office space for the RTA and the RTA assistant for the entire duration of their secondment.

Adequate conditions for the STEs to perform their work while on mission to the BC.

Training and conference venues, as well as presentation and interpretation equipment.

Airfares for international travel of BC participants of study visits and traineeships.

### **6.3 Indicative Budget**

The total budget of the project funded from EU Funds is Euro **1.424.909,69** according to the detailed breakdown of costs in **Annex III**.

### **6.4 Management of Private Sector Input**

All the private sector inputs except the salary of the RTA assistant and language assistant would be managed by the Member State.

## **ARTICLE 7 MANAGEMENT AND MONITORING**

### **7.1. Language**

The official language of the project will be English.

All formal communication regarding the project, including all reports will be produced in the agreed language.

Some of the STE inputs may be produced in Spanish or Polish and will be translated into the BC language. Adequate provision has been made in the budget for this purpose.

### **7.2. Project Steering Committee**

At quarterly intervals or whenever deemed necessary by its members, the Project Leaders, the RTA and RTA counterpart and where applicable, representatives of the administrative office and/or the EU Delegation will meet to discuss the progress of the project, verify the achievement of the outputs and mandatory results and discuss actions to be undertaken in the following quarter. The Project Steering Committee will also discuss the draft of the quarterly report submitted to it beforehand, recommend corrections. The Project Steering Committee will have following main tasks:

- Assessment of the progress of the project;
- Verification of the achievement of the outputs and mandatory results;
- Discussion of the actions to be undertaken in the following quarter;
- Evaluation of the draft of the quarterly report, recommending corrections.

It is foreseen that the Project steering Committee will be formed by following key-figures of the project:

- Spanish Project Leader
- BC Project Leader
- JP Polish Leader
- RTA
- BC RTA counterpart
- CFCU representative
- Representative from the EU Delegation
- Representative from the Secretariat General for EU Affairs

The representatives from the EU Delegation, EUSG and CFCU will be observers in the steering committee meeting

A representative of the Technical Assistance Project complementing this Twinning will be as well invited to participate, to contribute to a proper coordination of both projects.

The insertion of other members of Project steering committee to the above mentioned list will be also evaluated during the kick off meeting (article 4, activity 0.1)

The responsibility for the organization of the Project Steering Committee meeting lies with both Project Leaders.

### **7.3 Reporting**

Every three months, the MS Project Leader in co-operation with the BC Project Leader will submit interim quarterly reports to the respective institution identified in section 6.4 to the Twinning manual. Each report will cover a three months period calculated from the date of notification of endorsement / signature of the contract.

The interim quarterly reports will be prepared and distributed to all the participants 5 days prior to the meetings of the Project Steering Committee. The template of the report is detailed in Annex C4 to the Twinning manual.

The first report will be due in the fourth month counting from the date of notification of endorsement / signature of the Twinning contract. Failure to submit satisfactory reports in time may lead to the decision to suspend EU financing for the project.

The MS Project Leader shall submit the final report before the end of the legal duration of the Twinning contract.

The final report will be accompanied by a verification expenditure report.

### **7.4 Visibility**

Confirmation to apply the EU visibility guideline during all project activities and on all produced project materials available at:  
[http://ec.europa.eu/europeaid/visibility/index\\_en.htm](http://ec.europa.eu/europeaid/visibility/index_en.htm)

### **Documents attached to the present workplan:**

**Annex 1 - Curricula Vitae Project's Key Figures and STEs**  
**Annex 2 – Detailed Breakdown of the costs (Project Budget)**

**For the Member State Partner**

*Mrs. Maj-Britt Larka Abellán*

*G.D. Environmental Quality and Assessment  
Deputy General Director  
Ministry of Environment and Rural  
and Marine Affairs*

*Signature*

*Date*

*Ms. Soraya Rodríguez Ramos*

*Secretary of State of International Cooperation  
Ministry of External Affairs*

*Signature*

*Date*

**For the Final Beneficiary of the Action**

*Dr. Mustafa Şahin*

*G.D. Environmental Management  
Deputy General Director  
Ministry of Environment and Forestry*

*Signature*

*Date*

*Mr. Sedat Kadioğlu*

*Deputy Undersecretary  
Ministry of Environment and Forestry*

*Signature*

*Date*