



This Project is co-financed by
the European Union and the Republic of Turkey

National Programme for Turkey 2008
– Instrument for Pre-Accession Assistance

TECHNICAL ASSISTANCE SERVICE FOR IPPC – INTEGRATED POLLUTION PREVENTION AND CONTROL IN TURKEY

Project Identification No: EuropeAid/129470/D/SER/TR

Contract No: TR0802.04-02/001

Communication Strategy

July 2012



Project Title : Technical Assistance for IPPC
Integrated Pollution Prevention and Control

Contract Number : TR0802.04-02/001
Project Value : € 950,000.00
Starting Date : 07 May 2012
End Date / Duration : 06 May 2014 / 24 Months

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GLOSSARY OF TERMS

BAT	Best Available Techniques
BREF	BAT Reference Document
CFCU	Central Finance and Contracts Unit, <i>Contracting Authority</i>
EC	European Commission
EU	European Union
IED	Industrial Emissions Directive
IEP	Integrated Environmental Permit
IPPC	Integrated Pollution Prevention and Control
MoEU	Ministry of Environment and Urbanisation, <i>Beneficiary</i>
NGO	Non-Governmental Organization
PIU	Project Implementation Unit Staff of Industrial Air Pollution and Integrated Pollution Prevention Division, Department of General Directorate of Environmental Management of Ministry of Environment and Urbanization, responsible for the implementation of technical assistance component of support for application of IPPC Project in Turkey
RIA	Regulatory Impact Assessment
TA	Technical Assistance Component, <i>Consultant</i>
TAT	Technical Assistance Team
TOBB	The Union of Chambers and Commodity Exchanges of Turkey
TOR	Terms of Reference
TW	Twinning Component
VOC	Volatile Organic Compound

SECTION 1 - INTRODUCTION

The Communication Strategy sets out the strategic guidelines for the information and publicity activities to ensure good knowledge of the Industrial Emissions Directive (IED) of the EU is provided for the target groups identified in this Strategy. Clarifying the contribution made by the European Union (EU) towards funding implementation of the IED to these target groups also forms part of the Strategy.

A strategic approach by the Ministry of Environment and Urbanization (MoEU) for communication concerning the IED is a necessity due to the strong and obvious connection between the success of environmental reform policies and a coherent and efficient system of information and publicity measures. These measures should reflect the content of the activities carried out through the programme and guarantee a high degree of transparency for the use of funds. A strategic approach to communications for the MoEU is set out in this Strategy.

The success of every project is dependant not only on the level of results achieved, which could be described as “facts”, but also the level of understanding of results achieved by the beneficiaries and target audiences, which could be described as “perceptions”. Thus the level of acknowledgement and recognition of the achievements of the project by the target groups is of utmost importance to the overall level of success of the project. This demonstrates the importance of communication of the reasons, methods, achievements and other related issues of the Project to the targeted audiences in order to secure the desired level of acknowledgement and understanding of the Project.

Communication is not one way or a single method but rather the use of a good combination of different media, channels and tools in order to convey the desired message to the defined target groups. In order to achieve this goal, to optimise the efforts and maximise the outputs, strategic planning for communication must be carried out prior to implementation of any communication.

1.1 The Beneficiary

The MoEU is the national authority regarding the related matters in environmental sector and is responsible for such issues as protection of environment. The MoEU is the Beneficiary of this Project. The MoEU is responsible for implementation of the IED and for the introduction of the system of integrated permitting for the potentially more polluting industrial activities.

Implementation of the IED requires a high level of communication between the main stakeholders which are the regulator (MoEU), the regulated (Industry) and the concerned public. The main selected method of communication is use of a website dedicated to the subject of implementation of IED. This website will contain all the relevant information concerning IED and will be updated on a regular basis. The website will be accessible to all interested parties. The purpose of this strategy is to identify the stakeholders who should have an interest in the website and to show how the website can be developed to provide the greatest level of service to those interested stakeholders.

The MoEU is being assisted in implementation of the IED by harmonizing internal legislation to the IED by European Union (EU) -Turkey supported project which has two separate components. These components are the Twinning (TW) Component that is assisting in the preparation of legislation, development of the system of integrated environmental permitting (IEP) and training of MoEU staff in these particular issues, and a Technical Assistance (TA) Component that is assisting in the development of an Industrial Pollution Prevention and Control

(IPPC) website, an Inventory of Activities requiring an IEP and a Regulatory Impact Assessment for the IED. The TA Component will also provide training of MoEU Staff. The outputs of both components will be used to populate the website. As stated in the Terms of Reference (TOR), the TA Component has developed the website using the outputs of the TW Component. This strategy has been prepared by the TA Component.

SECTION 2 - RATIONALE

Communications Strategy:

- (1) To satisfy the requirements of the IED and provide information for the stakeholders and
- (2) To raise awareness in Turkey concerning the relevance and use of EU Funding.

When implementation of the IED is analysed, it can be seen clearly that success strongly depends on good cooperation and mutual understanding between the MoEU and the industries that require integrated permits. This introduces the fact that such cooperation and mutual understanding can only be achieved through clear, good and frequent communication, which will not only sustain information flow from the MoEU to the target groups but also must enable feedback flow from the target groups to the MoEU. A two way information flow established on a regular basis is the only way of securing a good communication and creating mutual understanding in between any two groups. This communication strategy has been prepared to show, advise and use the most appropriate tools, if and when approved by the Beneficiary, to enable such communication.

In the case of communication on EU-funds, apart from raising awareness of the funds available through the various EU assisted programmes, the communication activities also aim at increasing the level of transparency and of public trust in the bodies managing these funds.

The Communication Strategy for the MoEU sets out strategic lines of action.

Key findings of the research on media monitoring are that:

- (1) People do not have a clear image of the destination of EU funds – Knowledge of financing in other fields is also very limited;
- (2) There is limited knowledge of the environmental standards of the EU;
- (3) Many EU actions, changes and regulations, due to insufficient communication, are perceived as extra burdens for the economy and society rather than changes and reforms that are necessary for further development of society
- (4) There is an ambiguous understanding of the real concept of the IED.

To conclude, the degree of information on the contribution of EU funds and of IED is low. Hence there is a need to:

- “Advertise results of projects” The results of projects have to be made public, thus making them more visible. Also, to be promoted as best practice, examples of good projects that received financial support,
- “Increase trust” in public authorities, especially those managing IED,
- “Facilitate a better communication” between those involved in the management of EU funds, thus ensuring that information circulates faster, decisions are taken more promptly and the target audience receives immediate, reliable information,
- Provide satisfactory and continuous communication on the IED (IPPC) regulation and processes by focusing not only the needs and obligations but also the long term benefits to the country by positioning the MoEU in the right place.

SECTION 3 - OBJECTIVES

The fundamental goal of the information and publicity activities of the financial assistance package offered by the EU to Turkey is to create a coherent image of this assistance, to raise awareness, and ensure transparency.

Besides this fundamental goal, the secondary goal is to provide two way information flow between the implementing body for the IED and the IED stakeholders and target groups.

A key feature mentioned in the methodology provided by the NIRAS consortium was: *“Informing the stakeholders and public about the project and its initiatives by developing a website, e-newsletters, leaflets etc and organizing open events”*. This was also further explained in the same methodology as:

- Two visibility events, to be held during the inception phase and towards the end of the project implementation period - the first event being an explanatory meeting concerning the opening of Project implementation, and the second – the final Project meeting, to present Project results; both events being for around 150 participants,
- Press conferences for big events and milestones (at each of the visibility events for example),
- Development of a project website and other IT communication tools with actual information (e-newsletter) for the interested parties and general public,
- Press releases and kits (press information sets includes newsletters, information and promotion), including background information concerning IPPC, IED Directives, project issues implementation, (Press releases will be sent out to alert the public to all main developments, achievement of milestones),
- Organizing local stakeholders meetings, particular in the industry intense areas of Turkey as a part from structured workshops and training.
- Taking into consideration the suggested tools in this methodology, which is mainly based on the utilization of the web site and supportive events for maintaining “real” or face – to – face communication in addition the “virtual” one, the general and specific objectives of the communication strategy for the MoEU are set out below.

3.1 General Objectives

The overall communication objective is to contribute to the smooth adoption and implementation of the IED by the targeted industry facilities, while making the target groups aware of the contributory role of EU, thereby also satisfying the environmental concerns of relevant public, private institutions and Non-Governmental Organizations (NGO).

The general objectives of the current Communication Plan in line with the above global objective and the rationale summarised in section 2, are:

- To ensure transparency and consistency for delivery of correct information of all target groups about the opportunities offered through EU funds.
- To inform the general public on the added value of EU assistance
- To obtain the support of public opinion on the necessity for such a programme, and also about the objectives and benefits of each measure included in the Programme;

- To promote information, awareness and conformity with the cross cutting themes of the Programme i.e. environmental protection and sustainable development

3.2 Specific Objectives

- To create and maintain a close relation with the media as regards transparency in implementing the IED;
- To encourage an efficient cooperation between potential beneficiaries and public administration;
- To contribute to establishing an efficient system for internal communication between interested parties involved in the implementation of the IED;
- To make available all relevant information concerning the procedures and good practices for implementing the IED;
- To ensure visibility of decisions and actions taken by the institutions involved in the management of the programme;
- To ensure visibility and multiplication of results obtained by implementing the programme;
- To disseminate information in relation to different projects that have received assistance from the programme;
- To develop an information and cooperation network incorporating entities from the public and the private sector with a view to further generating a positive awareness on the use of any EU contribution. (In order to secure this, establishment of a two way communication that pays attention to the feedback of the stakeholders and target groups via interaction is an important objective of the Strategy.)

➤ Objectives - General Public:

- To increase the awareness of the general public in Turkey towards more frequent and sensitive monitoring of environmental issues,
- To increase the awareness of the general public in EU member states of the efforts of successfully implementing the IED in Turkey, the lessons learned from Turkey and contribution of Turkey,
- To help create a public demand of aware citizens for implementation of the IED by the relevant Industries, in favour of achieving a better environment for themselves.

➤ Objectives - Businesses:

Installations and especially those installations involved in IEP;

- To understand the necessity of the IED
- To understand the long term benefits of the IED
- To implement the IED
- To take an active role in the implementation of the IED by supporting the concept and process besides providing guidance to their members

➤ Objectives, NGOs and Educational Institutions:

- To make the NGOS and educational institutions aware of projects and re-assure them of the overall beneficial impact, including environmental issues

SECTION 4 – TARGET AUDIENCE

Communication activities should be directed towards major target groups to ensure that they are informed in a proper and timely manner.

Information about the programme and the projects results will also be provided to institutions involved in policy-making in fields related to priorities of the programme, stakeholders and layers of information.

Target groups within Turkey

➤ Business audiences: (Primary Target Group)

- Industrialists within the scope of IED
- Industrialist associations and federations (TOBB, Provincial Chambers, Businessmen associations TUSIAD, MUSIAD, TURKONFED etc, Organised Industrial Zone administrations)
- Exporters, Business Unions, Sectoral associations (energy, textiles etc)

➤ Stakeholders

- MoEU (As the Beneficiary, other related departments and personnel must be informed about the IED besides the implementing department)
- Ministry of Food, Agriculture and Livestock (MFAL)
- Ministry of Health (MoH)
- Ministry of Economy (MoE)
- Ministry for EU Affairs
- Ministry of Foreign Affairs
- Ministry of Science, Industry and Technology
- Ministry of Development

➤ Public

- Citizens
- Opinion leaders/media
- Students ("next generation" of opinion leaders)

➤ Other Organisations:

- Environmental groups
- Environmental NGOs

➤ Private Stakeholders:

- The Scientific and Technological Research Council of Turkey (TÜBİTAK)
- Association of Turkish Consulting Engineers and Architects (TMMMB)
- Contractors (INTES, TMB)
- Universities and Academicians (involved in Environment, management and engineering)
 - o Middle East Technical University
 - o İstanbul Technical University
 - o Dokuz Eylül University
 - o Gazi University
 - o All other universities

SECTION 5 - MESSAGES

KEY Message (MOTTO):

“Growing Economy, Living Ecology”

➤ To Industry and Business:

People usually tend to see, if not focus on and stick to the short term results of any action or change rather than seeing the long term outcomes. In the case of the IED, the short term can be described as the costs, procedures and permits needed to be in compliance with the IED. Many Industrialists and even sectoral organisations tend to focus on those short term issues. When only those short term outcomes like costs, procedures and permits are considered, the reason behind them, namely introduction of IED and the bodies that introduce it, initially the EU and then MoEU as national implementer, would become the “sin-goats” of the whole process and main target of complaints.

The Information campaign therefore must shift the attention from the short term burdens to the long term benefits of the implementation of IED. The messages mentioned below must be conveyed especially to the industry groups that fall within the scope of the directive:

- Implementation of the IED in the long run will enable sustainable growth and cheaper production compared to primary phase
- IEP will introduce single-stop permit that prevents application to many different bodies under many different standards
- IEP will enable Turkish Industry to compete with the World Market, be compatible with EU standards and benefit more exporting to EU countries
- IEP will reduce vocational and other health problems, and protect agriculture
- Use of cleaner production and thus reduce many indirect costs in the future.

➤ To Industry, Businessmen and Industry Associations:

- IEP will be a valuable part of sectoral and business ethic code (norms of professional ethics) which will enable the associations to be more reputable
- It can be announced and used as a joint “corporate social responsibility” Project

➤ To Beneficiary and Stakeholders:

- IEP must be presented as a national development choice rather than simply an obligation of EU membership.
- A very good opportunity for the state and government to show the level of importance they give to people’s future and health.
- Promoting single-stop permission which reduces bureaucratic processes and complexity
- An information campaign could be organized to announce the companies awarded an IEP to the public audience with an award ceremony in order to foster the participation of industrialists and sectors to the process.
- First company achieving IEP
- First Sector to fully achieve IEP

- First provincial Chamber of Industry to fully achieve IEP
 - First Organised Industry Zone to fully achieve IEP*
- (* Fully achieved means among the members who are in the scope of the IED have all received an integrated permit)

➤ To Public (citizens):

- IEP will provide environmental protection, thus healthier environment, healthier people and generations
- All citizens must be actively involving in the advocacy of the IED as part of their rights to live in a better environment
- Stressing the fact that the EU is not a physical border to be entered but a set of standards to be shared.
- Underlining the EU contribution to the development of better environmental conditions in Turkey

A good example to demonstrate the need for IEP is the case of Quality Certification. About a decade ago, when Quality Certification become a need and even compulsory for some sectors, many argued against Quality Certification by raising the argument on the costs of transition of the sectors and companies to that system. In a very short time:

- Almost all companies are in line with the quality certificate (ISO 9000).
- Many new quality standards were introduced and adopted by the relevant sectors (9001, 14000, HACCP etc).
- It become a very good tool for competition and now even a basic necessity to operate.
- It becomes a very valuable part of “brand” and “corporate reputation”.
- It introduced the “quality” in production and management which lead to productivity and profit maximization.
- In enabled companies to freely export goods to many countries in addition with CE marking standard for EU.

The general public is one of the indirect target groups of the Communication Strategy as the current focus is on the technical aspects of the IED programme and sharing the results with the direct target groups via web site and other face – to – face tools like events and meetings. Despite this fact, the MoEU, in the long run, must also use web site and other means of active and wide communication in order to inform the public audience in order to create awareness amongst large populations which will lead to public advocacy of environmental rights that will pressure industry to implement the IED.

SECTION 6 - CREATIVE APPROACH AND ADJUSTMENTS TO TARGET GROUPS

No	Measure	Action	Expected Effect - Objectives	Target Audience
1	Information			
	Electronic	<p>1.1 Website</p> <p>The dedicated internet website will include information on:</p> <ul style="list-style-type: none"> • EU legislation concerning IED, IPPC, Large Combustion Plants, Waste Incineration, VOC Directive and E-PRTR (European Pollutant Release and Transfer Register), • BREF documents and BAT case study solutions, • Links to website of the European Commission Environment, European Environment Agency, EU IPPC Bureau, and EU Member’s national IPPC websites, • Turkish Environmental Law requirements, particularly the Turkish environmental permitting and licensing system and link to Online Environmental Permits and Licenses web, • List of Turkish IPPC installations, and digital IPPC installations inventory done accordance to Activity 3, • Links and output materials, reports, documentation etc. concerning previous IPPC projects performed in Turkey, • Project development: relevant project documentation, e-newsletter, milestones, current activity, project meetings, events, workshops, training programme, links to twinning component activity, , • Resources: publications, materials, articles, statistic, studies, trainings materials focusing on IPPC, BAT Pollution Prevention, Cleaner 	<p>Information Comparative analysis</p> <p>Update progress</p> <p>Ensure transparency credibility</p>	<p>Industries within the scope of the IPPC</p> <p>Corporations</p> <p>Other organisations</p> <p>Educated public</p>

No	Measure	Action	Expected Effect - Objectives	Target Audience
		<p>Production, Energy Efficiency,</p> <ul style="list-style-type: none"> • News and Developments – press release, IEP working groups, news concerning new technological solutions, innovations, IEP events calendar, etc., • Contact details for the IPPC Project office, twinning component, MoEU and other relevant project stakeholders. <p>All above mentioned items are subject to the approval of the Beneficiary. EU visibility guidelines will be employed strictly including the disclaimer stating that the content of the web site is fully the responsibility of the MoEU and does not reflect the official view of the EU.</p> <p><i>Suggestion: After completing the data entry on the inventory to the web site, in order to check the update status of the data and also encouraging relevant industrial bodies to visit the web site an announcement can be made giving a two months of “declaration time” for the industries, whose data are on the web site. This will encourage industries to come and visit the web site while enabling them to check their data and demand an update if necessary. This will also prevent future objections and complaints from these companies about the data placed on the web site. Industries would not be able to directly edit the information on the web site but can send a mail with the requests for corrections and updates. If this application procedure is also supported with a form to include the most recent contact data of the industry representatives, this will also enable the collection of quality data to form a network of related representatives as part of a communication network.</i></p> <p>The TA team will also advise on provision of the necessary expertise and infrastructure for the following actions that will enrich the interactive nature of the inventory web site if approved and maintained by the Beneficiary:</p>	<p>Informing</p> <p>Analysing</p> <p>Comparing</p> <p>Informing associating</p>	<p>Influencers</p> <p>Related industries</p> <p>Committed public</p> <p>Influencers</p> <p>Media</p>

No	Measure	Action	Expected Effect - Objectives	Target Audience
		<p><i>Mailing</i></p> <p>This activity will be strictly connected to measure 1.1, whereas the website will provide for the option for subscription to periodical electronic bulletins. Direct mailing is based on a database of all potential stakeholders</p> <p><i>Electronic Bulletin</i></p> <p>This will be a monthly/periodical magazine available in electronic format. The content will include articles written by the stakeholders/beneficiaries regarding their project activities, besides recent developments in the implementation of the IED.</p>		
	Print	<p>1.2 Publications 1.2.1 Leaflets</p> <p>A4 three folded leaflets containing project information should be distributed through partners and stakeholders as well as in information and publicity meetings They should provide easy to access information with visual impact and key figures.</p> <p>1.2.2 Brochures</p> <p>The findings of RIA study together with project information and information on the IED should be prepared in ready-to-print PDF format to be put on the website. This must be announced as ready to for the use of partners, stakeholders an all interested bodies. Also a flip-page web application can be done for easy reading over the internet.</p>	<p>Maintain interest,</p> <p>Encourage connection,</p> <p>Direct to other means of communication</p> <p>Analyse,</p> <p>Compare</p>	<p>Users,</p> <p>Major stakeholders,</p> <p>Opinion and decision makers,</p> <p>Media</p>
		<p>1.3 Establishment of an Information network</p> <p>Partnerships with organizations in the public sector and local NGOs are essential for the communication activities of the programme. The network will be built locally and it will operate as relayers of information for all activities of the Programme. Memorandum</p>	<p>Associating</p> <p>Encouraging sharing</p>	<p>Partners and stakeholders</p>

No	Measure	Action	Expected Effect - Objectives	Target Audience
		of Understanding will be signed with the members of the network and the MoEU where the network members will act as intermediaries for getting messages into the local communities they operate and thus acting as information multipliers. TOBB’s provincial offices, chambers and sectoral associations would be good network partners for disseminating the information, especially placed on the web site, actively to all related institutions and audiences.		
2	Promotion			
		<p>2.1 Print Media Campaign</p> <p>The TAT will help the PR office of the Beneficiary to empower the initiation and maintenance of close relations with the press, especially in terms of news feeding. The website at Activity 1.1 will contain a section dedicated to journalists, in which facts and events in an already synthesized publishable form will be available. This “Press Room” will have available a <i>news database</i>, a <i>last period synopsis</i>, a <i>calendar of events</i> for the upcoming period, the <i>public agenda of the Steering Monitoring Committee</i> and <i>contact information</i> for the journalists who need to address a “human-source”.</p> <p>2.2 Press Conferences</p> <p>Should be held to make news announcements, to mark and bring to the media’s attention major events such program launches or closings. The project opening and closing events, completion of the IPPC Inventory, publication of the RIA Report and other milestones are good occasions for press invitation and bulletins as they are news worthy.</p> <p>2.3 Press Releases</p> <p>Will be regularly sent to National and Local media, when newsworthy information exists. Press relation office of MoEU at National</p>	<p>Announcing events</p> <p>Explaining benefits</p> <p>Comparing</p> <p>Describing solutions, developments</p> <p>Publicising results</p>	<p>Media</p> <p>General public</p> <p>Media</p> <p>General public</p> <p>Media</p> <p>General public</p> <p>Media</p> <p>General public</p>

No	Measure	Action	Expected Effect - Objectives	Target Audience
		<p>level will coordinate the information given on the national press and will organise interviews with key staff of the MoEU. TAT will assist this office with information and materials.</p> <p>2.4 Press Kits</p> <p>100 units of press pack (media kits) will be prepared consisting of all published documents, films, detailed information and press notes (due to occasions) besides other promotional materials packed in a bag (journalist friendly multipurpose bag with project logo and EU visibility printed on)</p> <p>2.5 Posters (banners) Campaign</p> <p>Posters and banners have been prepared, bearing all necessary visibility materials, logos etc, together with EU and TR flags will be used in all meetings, conferences, and occasions to decorate the venues and ensure increased visibility.</p> <p>2.6 Promotional Materials</p> <p>Promotion materials mostly to be distributed as memorial of the events and occasions will be designed and produced. All materials will have project logo and EU flag on them. Possible choices are:</p> <ul style="list-style-type: none"> • Bags • Folders • Pens (eco-pens with seeds to plant) <p>2.7 An Award Competition</p> <p>When the application procedure begins, the “first” can be announced by the Ministry to the public by an award ceremony which will foster the efforts towards being compatible with the IED by creating a competition amongst industrial companies, sectors and provinces. Some award categories may:</p> <ul style="list-style-type: none"> • First company achieving IEP • First Sector to fully achieve IEP • First provincial Chamber of Industry to 	<p>Visibility</p> <p>Project ID</p> <p>Raise awareness popularise the projects results</p> <p>Explain convince</p> <p>Raise awareness</p> <p>Visual impact/create emotions</p>	<p>Press members</p> <p>Participants of events</p> <p>Regional/local audiences</p> <p>General public</p> <p>Different type of users</p> <p>Industries</p> <p>Associations</p> <p>Provincial Chambers</p>

No	Measure	Action	Expected Effect - Objectives	Target Audience
		fully achieve IEP <ul style="list-style-type: none"> • First Organized Industry Zone to fully achieve IEP* (* Fully achieved means among the members who are in the scope of the IED have all received an integrated permit)	Create competition	
3	Public Events			
		3.1 Visibility Events Two visibility events, to be held during the inception phase and towards the end of the Project implementation period (one explanatory meeting concern the opening the Project implementation, and second – the final Project meeting concern Project results; both events for around 150 participants) will be organized in order to announce the opening of the project at the beginning and share the outcomes of the project at the end.	Meet people Interact Inform	Targeted public Stakeholders Industries Associations Press
		3.2. Local Stakeholder Meetings Local Stakeholder meetings require cooperation between MoEU and TOBB in order for these to be most effective. A good example of what can be achieved was found with the stakeholder meetings organised by TOBB on behalf of MoEU and the Project in order to interview particular industries about their concerns relating to the implementation of the IED. The results of these interviews were used to prepare the RIA for the IED. TOBB agreed to provide the interviewers and to undertake the work on behalf of MoEU and the Project. The Project prepared the questionnaire that was used by TOBB in the interviews, in consultation with MoEU. It was agreed that the results of the interviews were available to TOBB, MoEU and to the Project. The Interviews were conducted in 57 individual companies, over five different provinces and in five main industrial sectors. The provinces and the industrial sectors were identified by MoEU. Future stakeholder meetings should be developed using similar methodology, i.e. through cooperation between MoEU and TOBB.	Meet people Interact Inform	Targeted public Stakeholders Industries Associations

No	Measure	Action	Expected Effect - Objectives	Target Audience
4	Trainings			
		<p>4.1 Training</p> <p>Training events mentioned at the ToR could also be used as communication activities. Especially if the participants in the training would be widened from the core group to a wider circle including the stakeholder representatives and representatives of chambers of industry of Industry intense cities, training events could be used as good opportunities of initiating and maintaining communication amongst the relevant parties of the project.</p>	<p>Meet people</p> <p>Interact</p> <p>Inform</p>	<p>Project core group</p> <p>Stakeholders</p> <p>Industries</p> <p>Associations</p>

SECTION 7 – MEASURES AND ACTIONS

The elements of the highest importance, which have been taken into consideration for the programming and implementation of the strategic communication measures, are:

- (1) The use of the key messages;
- (2) The expression of messages in an attention-holding way so that target audience will remember them;
- (3) The use of various communication channels proportional with its impact, diversification of communication channels;
- (4) The constant repetition of messages over a sustained period of time, maintaining the interest of the target group;
- (5) The development of messages with a view not only to inform but also to motivate people/potential beneficiaries to take action;
- (6) The permanent and systematic monitoring and evaluation of the information and publicity measures;
- (7) The administration of the effort by a team led by a single strategist-manager.

Steps shall be taken deemed appropriate by MoEU, to alert the regional and national media; such steps may include press releases, placing of articles, supplements in the most suitable newspapers and site visits. Other means of information and communication will also be used such as a website, publications describing successful projects to identify best practice.

Cross Cutting Themes

The cross cutting themes (industry, international competition, environmental sustainability) have a defining role in developing and implementing the Communication Plan.

All materials produced within the framework of this Communication Plan will observe these concepts.

SECTION 8 – BUDGET

The Communications Strategy has been prepared for the MoEU and sets out how the MoEU plans to communicate with all the stakeholders concerned with implementation of the IED and extends far beyond the life time of the Project. The TAT will assist the MoEU with the implementation of the Strategy during the lifetime of the Project. The MoEU will be responsible for the cost of implementation of the Strategy where it extends beyond the activities covered in the Communications Plan.

The Communication Plan is an important part of the Communication Strategy and was prepared by the Consultant as part of the project proposal. The Communications Plan sets out the communications activities that will be supported by the Consultant during the lifetime of the Project. The MoEU will be supported by the Consultant who will bear the cost of the opening and closing events, the visibility materials and other activities contained in the Communication Plan.

Main outputs of the Communications Plan are as follows:

- **Project Activities** (seminars, workshops, meetings)
- **Project Conference** - Opening and Closing Meetings
- Press releases including **Two Press Conferences** – will be held after the Inventory and the RIA reports are completed
- **Web Site**
- **Newsletter**
- **Project Outputs and Materials** (IT databases of the IPPC Inventory, Trainings and Published Materials, Manuals, Reports, etc.)
- **Project Information Materials** (Brochures, Leaflets, Posters, etc.)
- **Media Kits**
- **E-Mails, Official Letters, and Other** daily communication tools

The Communication Plan will be financed by the General Project Budget.

SECTION 9 – RESPONSIBILITIES

The Beneficiary will ensure that the programme is disseminated widely and made available to all interested parties. Consultant is responsible for the implementation of the information and publicity measures according to the Communication Strategy, including:

- Developing and disseminating publicity materials (e.g. leaflets, brochures, newsletters) and ensuring that the Programme’s website is properly maintained and updated with relevant information (e.g. news, useful documentation, minutes of the Steering Committee meetings, etc);
- Coordinating the media campaign at national and local level;
- Organizing briefings, information sessions, seminars and conferences both for media representatives, stakeholders and target groups and ensuring that EU requirements are met;
- Using adequate, proper channels for disseminating information and communicating in general;
- Informing the Steering Committee of progress in implementing the Communication Plan, of information and publicity measures carried out and of the means of communication used;
- Nominating the Information and Publicity Officer(s);
- The emblem of the EU, in accordance with the graphic standards and to the EU;
- The slogan chosen by the beneficiary, highlighting the added value of the intervention of the Community.

The TAT will ensure the provision of accurate and timely information and advice to the Beneficiary in the implementation of the communication programme. The TAT is responsible for the following in particular:

- Web site is developed and in service
- Inventory is finished and placed on the inventory web for communication via approved tools by the Beneficiary
- RIA is finished and communicated via approved tools by the Beneficiary
- All related stakeholders and target groups are informed via approved tools by the Beneficiary
- All other means of direct and indirect communication tools and channels are advised and used via approved tools by the Beneficiary

SECTION 10 – EVALUATION

The annual reports and the final report on implementation of the programme have to contain some examples of information and publicity measures for the programme, the arrangements as to the publication of results and the content of any amendment to the overall communication plan.

The information and publicity actions will be subjects to ongoing and ex-post evaluations, based on the indicators and evaluation criteria defined in advance. The evaluation indicators should include the below issues:

A constant increase in the number of contacts and information received and in the diversity of the demands.

- A constant increase in the number of the participants in the network
- Number of participants in the events
- Number of articles generated from the press announcements
- Number of visits in the web site
- Number of participants in the Projects Completion events
- Number of articles send by the stakeholders in the bulletin
- The indicators of achievement should be measured annually, and before/after a communication activity has taken place,

SECTION 11 – ANNEXES

ANNEX 1 – Proposed Activities Tentative Schedule 2012-2014

Activities	2012 3. Quarter	2012 4. Quarter	2013 1. Quarter	2013 2. Quarter	2013 3. Quarter	2013 4. Quarter	2014 1. Quarter	2014 2. Quarter
Web Update	Produced	Produced	Produced	Produced	Produced	Produced	Produced	Produced
Leaflet	Produced							
Communication Strategy	Produced	Shared	Shared	Shared	Shared	Shared	Shared	Shared
E-bulletin	Produced	Dissemination	Dissemination	Dissemination	Dissemination	Dissemination	Dissemination	Dissemination
Publicity Campaign (Media Relations)	Done	Done	Done	Done	Done	Done	Done	Done
Press Meetings		1-2		1-2		1-2		1-2
Major Events	1 Opening Event							1 Closure Event
Press Kit Distribution		15	15	15	15	15	15	15
Poster Banner Flags	5 Pieces							
Promotional Materials Distribution	Done							Done
Local Stakeholder Meetings				1	1	1		

ANNEX 2 – Summary of Visual Requirements – EU Related Communication

The use of these guidelines is compulsory for all contractors and/or implementing partners under contracts and financing agreements which explicitly refer to them, whether signed by the European Commission or by any other Contracting Authority.

They cover the written and visual identity of the EU and are to be used in briefings, newsletters, press conferences, presentations, invitations, signs, commemorative plaques and all other items used to highlight EU participation.

Notably, the use of the below symbol is required, and such symbol can be found at http://www.avrupa.info.tr/AB_Mali_Destegi/Gorunurluk_Visi.html?LanguageID=2

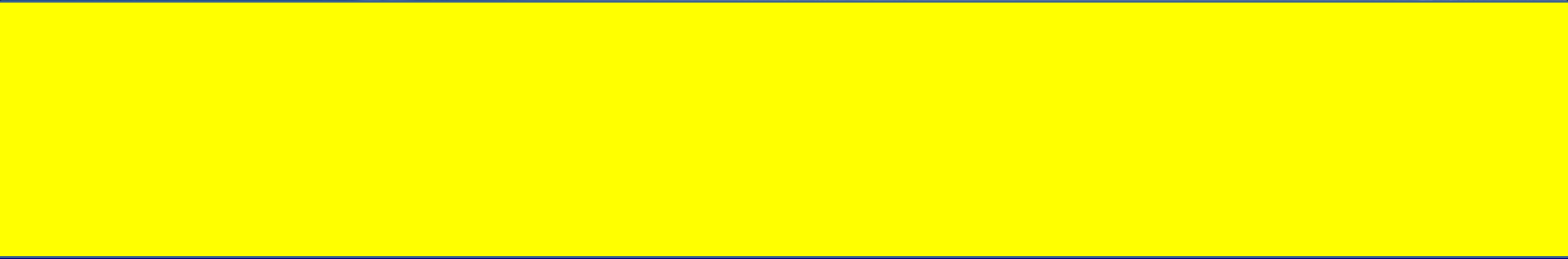
For coloured formats



For black&white formats



There is a guide both in Turkish and English languages regarding the visual requirements for Public Relations purposes in Turkey about the EU related projects. All communication and visibility activities have to be carried out in close cooperation with the CFCU. CFCU is the sole authority for approval of all materials related to communication and visibility activities,



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