



ANNEX C1: Twinning Fiche

Project title: Further strengthening the capacities for effective implementation of the *acquis* in the field of industrial pollution

Beneficiary administration: Ministry of Environment and Physical Planning, Republic of North Macedonia

Twining Reference: MK 20 IPA EN 02 22

Publication notice reference: EuropeAid/175411/ID/ACT/MK

EU funded project

TWINNING TOOL

Abbreviations

AELs – BAT associated emission values
BAT - Best Available Techniques
BATC - Best Available Techniques Conclusions
BC – Beneficiary Country
BREF - Best Available Techniques Referent Documents
CFCD – Central Financing and Contract Department
EA - Environmental administration
EIA Unit – Unit for Environmental Impact Assessment
ELVs - Emission limit values
ENER – Unique national electronic register of regulations of the Republic of North Macedonia
E-PRTR - European Pollutant Release and Transfer Register
IED - Industrial Emission Directive
IMPEL – Implementation and enforcement of Environmental Law
IPA – Instrument for Pre-Accession
IPPC Unit – Unit for Integrated Pollution Prevention and Control
MF- Ministry of Finance
MoEPP – Ministry of Environment and Physical Planning
MS – Member state
PAR – Public administration reform
PL – Project leader
PPE – Personal protective equipment
R&D - Research and Development
RTA - Resident twinning advisor
SAA - Stabilisation and Association Agreement
SEA - Secretariat for European Affairs
SEI – State Environmental Inspectorate
TS – Technical Specification
ZELS – Association of the Units of Local Self Government

1. Basic Information

- 1.1 **Programme:** Sector Operational Programme for Environment and Climate Action 2014-2020 (IPA 2014 037702). Action 1: Approximation of environmental and climate action legislation in priority areas and gradual move to a sector-based approach. Activity 1.3: Strengthening capacities for implementation and enforcement of environment and climate action legislation in priority areas. The project will be implemented under the indirect management with ex-ante approval.

For UK applicants: Please be aware that following the entry into force of the EU-UK Withdrawal Agreement¹ on 1 February 2020 and in particular Articles 127(6), 137 and 138, the references to natural or legal persons residing or established in a Member State of the European Union and to goods originating from an eligible country, as defined under Regulation (EU) No 236/2014² and Annex IV of the ACP-EU Partnership Agreement³, are to be understood as including natural or legal persons residing or established in, and to goods originating from, the United Kingdom⁴. Those persons and goods are therefore eligible under this call.

- 1.2 **Twinning Sector:** Environment and Climate Change

- 1.3 **EU funded budget:** EUR 1,000,000

- 1.4 **Sustainable Development Goals (SDGs):** This project is contributing to:

SDG 03: Ensure healthy lives and promote well-being for all at all ages;

SDG 11: Sustainable cities and communities

SDG 13: Take urgent action to combat climate change and its impacts.

SDG 16: Peace, Justice and Strong Institutions

2. Objectives

2.1 Overall Objective(s):

The overall objective of this project is to protect human health and the environment by reducing harmful industrial emissions in all environmental media (water, air and soil).

2.2 Specific objective:

The specific objective is to further strengthen the national and local administrative capacities in the area of industrial pollution by improving the integrated environmental permits, which should contain conditions set in accordance with the principles and provisions of the Industrial Emission Directive (IED) and Best Available Techniques Conclusions (BATC).

¹ Agreement on the withdrawal of the United Kingdom of Great Britain and Northern Ireland from the European Union and the European Atomic Energy Community.

² Regulation (EU) No 236/2014 of the European Parliament and of the Council of 11 March 2014 laying down common rules and procedures for the implementation of the Union's instruments for financing external action.

³ Annex IV to the ACP-EU Partnership Agreement, as revised by Decision 1/2014 of the ACP-EU Council of Ministers (OJ L196/40, 3.7.2014)

⁴ Including the Overseas Countries and Territories having special relations with the United Kingdom, as laid down in Part Four and Annex II of the TFEU.

The project should also take into account the recent European Commission proposals to address pollution from large industrial installations. These proposals concern revision of the IED and revision of the E-PRTR Regulation (to create the Industrial Emissions Portal).

2.3 Contribution to key strategic documents

- **National Strategy for Sustainable Development of North Macedonia 2010-2030.** This Strategy provides the first integrated planning approach in North Macedonia, of which strategic objective is to encompass the economic, social and environmental dimension by 2030. One of the key challenges of the Strategy deals with sustainable consumption and production, more specifically to improve the pollution management: e.g. waste and waste water management, air pollution control, noise abatement, R&D in particular through effective application of Best Available Techniques Conclusions (BATC). The common challenge for all countries is to break the link between economic growths and environmental impacts from production and consumption, resource use and waste generation.
- **Green Agenda for Western Balkans.** The recently launched European Green Deal aims at leading the EU into an ecological transition towards a modern, resource-efficient and competitive economy. This is translated regionally into the Green Agenda for the Western Balkans based on the existing political and technical cooperation frameworks. In this context, the Government of North Macedonia announced that environmental protection and green development will be one of its six priorities for the period 2020-2024. It is expected therefore a more strategic programming approach that will enable scaling up energy efficiency and renewable energy initiatives to decarbonise the country while renewing the efforts to reduce air, water and soil pollution through improving the integrated environmental permits, which should contain conditions set in accordance with the principles and provisions of the IED and BATC. More specifically, as concerns the circular economy, the country is committed to minimise waste generation and to take measures to address the entire lifecycle of products.
- **National Programme of the Adoption of the *Acquis* (NPAA).** In 2022 in horizontal area, the process of harmonization of national legislation with EU law and adoption of all necessary strategic documents will continue. Regarding the investments in the environment, an assessment will be made of the investments needed for the implementation of the environmental legislation. An inspection system will be established based on planning in accordance with established risk assessment criteria. The strengthening of the administrative capacities in the field of environment at central and local level in different sectors will continue. In the area of climate change, the main focus will be on incorporating lower emission growth policies into other sectoral policies.
- **Stabilisation and Association Agreement.** The project activities will contribute towards the implementation of the SAA commitment to the environment.
- **European Commission annual Report.** The annual Reports published within the Enlargement Package in previous years indicate limited progress in Chapter 27: Environment and climate change. The last recommendations stated in the 2021 Report were to improve inter-sectoral coordination and increase financial resources for the reduction of air pollution at the local and national level. Furthermore, for the industrial pollution and risk management, it is stated that “Insufficient enforcement of polluter accountability prevents the setting up of a system to prevent industrial and chemical accidents. Efforts are needed to align with the Seveso III Directive, EU Ecolabel regulations and environmental management audit system.”

3. Description

3.1 Background and justification

This project represents a follow-up of a successfully completed twinning-project “Strengthening the administrative capacities on central and local level for transposition and implementing new Industrial Emissions Directive 2010/75/EU”. Within this project, primary and secondary legislation was prepared in accordance with IED, the economic impact was assessed, capacity building at central and local level for implementation of the new IED was improved.

The IPPC permitting system in North Macedonia recognizes two types of integrated permits: the A-integrated environmental permit (issued at central level by the Administration of Environment (AoE)-public body within the Ministry of Environment and Physical Planning (MoEPP), and the B-integrated environmental permit (issued by the local administration of the municipality on the territory of which the installation is located). Exceptions to this rule exist for those installations which are located in the protected areas, or in those cases where the local level authorities lack the capacity to issue the permits. In such cases the MoEPP is competent for issuing the B-integrated environmental permits.

A-installations generally fall within the scope of Annex I of the IED/IPPC Directive with regard to the type of activity they perform and their capacities. B-installations can be considered generally smaller (i.e. below the Annex I thresholds of IED), or performing activities not covered by Annex I of the Decree on determining the activities of the installations requiring an integrated environmental permit, i.e. adjustment permit with an adjustment plan and time schedule for submission of application for adjustment permit with adjustment plans (Official Gazette, No. 89/05, 21.10.2005).

Within the above-mentioned completed twinning project, deficiencies in the implementation of the Industrial Emissions Directive have been identified along with the necessity for further work to fulfil the requirements and to fully implement the IED. Among the recommendations provided are the further improvement of the permitting system, along with the day-to-day activity of permit writers. Moreover, one of the recommendations was to put special focus on the improvement of cooperation and information flow between all persons and institutions involved in IPPC/IED permitting processes, and on further training and education of the involved staff.

Capacities, both at central and local levels, are insufficient for the tasks at hand related to the IPPC/IED. The IPPC Department within the MoEPP/AoE currently has 11 employees, whereas at local level not all municipalities have a separate Unit or Department responsible for implementing environmental issues, including the issuing of B-IED permits. At both levels, civil servants require strengthening of their capacity for implementation and enforcement of industrial pollution legislation. Also, an increased need for cooperation and information exchange, in particular between the Departments of MoEPP and between the municipalities and MoEPP was noted.

An essential element of the IED are Best Available Techniques Reference Documents (BREFs), which describe the European standards/conditions to be implemented by industrial activities through the IPPC/IED permitting system, and which under the IPPC Directive regime were not harmonised due to their non-binding nature. The IED changes this system by introducing the binding document known as BAT-Conclusions (BATC), which requires further in-depth training in order to ensure an effective implementation.

Therefore, this project proposes to address the identified legislative gaps, to improve the permitting system, to foster cooperation between the involved stakeholders and to increase the capacities of the staff involved in IPPC/IED at both, national and local level.

3.2 Ongoing reforms

North Macedonia is investing significant efforts to align its legislation and systems with the EU environmental and climate *acquis* and policies. The country is committed to addressing the recommendations included in the 2021 Annual Report, as well as implement the Paris Agreement by developing a comprehensive strategy on climate-related action, in line with the EU 2030 framework.

In 2019, a process of assessment and reformulation of the sector policy objectives, priorities, and measures was launched in support of the development of a new umbrella Strategy on Environment and Climate Change 2021-2030. The authorities, donors, and civil society were provided with opportunities to examine and define the overall and the specific strategic directions and thus increase the compliance of the new Strategy to the current environmental policies at EU and international levels.

During the period of 2015-2017, the twinning-project “Strengthening the administrative capacities at central and local level for transposing and implementing new Industrial Emissions Directive 2010/75/EU” was successfully completed. Within this project, primary and secondary legislation was prepared in accordance with IED, the economic impact was assessed and capacity building at central and local level for implementation of the new IED was improved.

Announcement on ENER regarding the new Draft Law on Industrial Emissions is made, also consultation meeting with NGOs was held and it is expected to enter the Government procedure in second half of year 2022.

3.3 Linked activities

The twinning project is connected with the following on-going or recently completed projects and activities. There are no overlaps with the linked activities (projects).

Title: “Strengthening the administrative capacities on central and local level for transposition and implementing new Industrial Emissions Directive 2010/75/EU” - MK11/IB/EN/01/R

Donor/development partner: IPA TAIB 2010 - PF 3.5

Duration: October 2015 - April 2017

Value: EUR 900 000

Description: The aim of the project was to strengthen the administrative capacity on national level and local level for alignment and implementation of the IED in North Macedonia. The project foresees the preparation for development of primary and secondary legislation in accordance with IED, assessment of the economic impact, capacity building on central and on local level and assessment of the equipment necessary for in the implementation of the IED.

Title: “Preparation of Long-term Strategy and Law on Climate Action” ref. no. EuropeAid/139221/IH/SER/MK

Donor/development partner: IPA II - Sector Operational Programme for Environment and Climate Action 2014-2020

Duration: February 2019 – April 2021

Value: EUR 1 150 000

Description: The main goal of the Project was to support the Beneficiary Country in achieving the long-term goals of climate action: alignment/implementation of the EU *acquis* enabling a low carbon emissions and climate resilient development of the Beneficiary Country.

Title: "Development of the Environmental Monitoring Information System" (air, water, noise, etc.); EuropeAid/139107/IH/SER/MK

Donor/development partner: IPA II - Sector Operational Programme for Environment and Climate Action 2014-2020

Duration: March 2019- ongoing

Value: EUR 1 500 000

Description: The purpose of this project is to create a comprehensive environmental database, to make assessment of gaps in monitoring and to propose actions to close identified gaps. The project is ongoing, a contract extension of time duration is planned due to delays caused by the COVID-19 pandemic.

In addition, under the Sectoral Operation Programme for Environment and Climate Action 2014-2020 (IPA II) related to this project are planned the following projects:

Title: “Implementation of the priority actions in climate change sector”

Donor/development partner: IPA II - Sector Operational Programme for Environment and Climate Action 2014-2020

Duration: 30 months

Value: EUR 1 700 000

Description: The purpose of this contract is to implement the list of priority actions set by the Long term strategy on Climate Action and the Action Plan for the implementation of the Strategy for the period until 2030 (including the Roadmap for implementation of the Law on Climate Action).

Title: “Support in the implementation of the waste management legislation and Extended Producer Responsibility (EPR) scheme” MK 20 IPA EN 01 21

Donor/development partner: IPA II - Sector Operational Programme for Environment and Climate Action 2014-2020

Duration: 27 months

Value: EUR 1 000 000

Description: The purpose of this project is to develop a professional, deliverable, accountable and efficient Extended Producer Responsibility Schemes (EPR system), thus strengthening the capacity of the competent national authorities for waste management and stakeholders for modern waste management and on-line recording and reporting system, which will establish a base for the introduction of the circular economy.

Title: “Strengthening the capacities for enforcement of the Environmental legislation”

Donor/development partner: IPA II - Sector Operational Programme for Environment and Climate Action 2014-2020

Duration: 27 months

Value: EUR 1 000 000

Description: The purpose of this project is to establish effective implementation and enforcement of environmental legislation in the country, through preparation of secondary legislation, introducing smart inspections approach, preparation of Checklist and preparation and improvement of necessary IT procedures for digitalization (including coordination, cooperation and communication with other stakeholders), preparation of planning and strategic documents. Under this project will be implemented training activities, supporting the strategic and legal framework for environmental enforcement.

Title: “Support in the Implementation of Horizontal Legislation”

Donor/development partner: IPA II - Sector Operational Programme for Environment and Climate Action 2014-2020

Duration: 24 months

Value: EUR 1 000 000

Description: The purpose of this project was to support the transposition and implementation of horizontal legislation by assisting on producing relevant documents and legislation in aligning with the EU *acquis*.

Moreover, the proposed project contributes to the PAR Strategy 2018 - 2022 and it is in correspondence with following result of PAR:

1. “Built structures and administration capacities prepared for the EU accession negotiations process” - The aim of the proposed project is to acquire the lessons learned from an EU Member State about strengthening the national and local administrative capacities in the area of industrial pollution, enhancing the coordination and cooperation within the Ministry’s relevant Departments, as well as at enhancing the coordination and cooperation between central and local government in implementation of the EU and national industrial pollution provisions, through a twinning mechanism.

3.4 List of applicable *Union acquis*/standards/norms

- Directive 2010/75/EU of the European Parliament and of the Council of 24 November 2010 on industrial emissions (integrated pollution prevention and control)
- Directive (EU) 2015/2193 of the European Parliament and of the Council of 25 November 2015 on the limitation of emissions of certain pollutants into the air from medium combustion plants

- Directive 2014/52/EU of the European Parliament and of the Council of 16 April 2014 amending Directive 2011/92/EU on the assessment of the effects of certain public and private projects on the environment.

Primary legislation relevant for this Twinning project:

- Law on Environment (Official Gazette No. 53/05, 81/05, 24/07, 159/08, 83/09, 48/2010, 51/2011, 123/2012, 93/2013, 42/14, 44/15, 129,15, 192,15, 39/16, 28/18, 65/18 и 99/18);
- Law on Nature Protection (Official Gazette No. 67/04, 14/06, 84/07, 35/10, 47/11, 59/12 and 13/13);
- Law on Protection from Environmental Noise (Official Gazette No. 79/07, 124/10 and 47/11,);
- Law on Waste Management (Official Gazette No 68/04, 07/07, 102/08, 143/08, 171/08, 124/10, 9/11, 51/11 123/12, 147/13, 163/13, 51/15, 146/15, 156/15, 39/16, 63/16 and Official Gazette No 31/20);
- Law on Ambient Air Quality (Official Gazette No. 67/04, 92/07, 35/10, 47/11 and 100/12);
- Law on Waters (Official Gazette No. 87/08, 6/09, 161/09, 83/10, 51/11 and 44/12);
- Law on Environmental Inspection (Official Gazette No. 99/22);

Secondary legislation regarding IPPC and EIA procedure as listed below:

- Decree on determining the activities of the installations requiring an Integrated Environmental Permit, i.e. adjustment Permit with an adjustment plan and time schedule for submission of Application for adjustment Permit with an adjustment plans (Official Gazette No. 89/05, 21.10.2005);
- Rulebook on procedure for issuing an A-Integrated Environmental Permit (Official Gazette No. 04/06, 13.01.2006);
- Rulebook on procedure for issuing a B-Integrated Environmental Permit (Official Gazette No. 04/06, 13.01.2006);
- Rulebook on procedure for issuing an adjustment Permit with an adjustment plan (Official Gazette No. 04/06, 13.01.2006);
- Rulebook on conditions to be met by members of the Scientific-Technical Committee for Best Available Techniques (Official Gazette No. 71/06, 08.06.2006);
- Decree on the level of charges payable by operators of installations with adjustment Permit with an adjustment plan (Official Gazette No. 117/07, 01.10.2007);
- Decree on the level of charges payable by operators of installations with B-Integrated Environmental Permit (Official Gazette No. 117/07, 01.10.2007);
- Decree amending the Decree on the level of charges payable by operators of installations with adjustment Permit with an adjustment plan (Official Gazette No. 64/10, 10.05.2010);
- Decree amending the Decree on the level of charges payable by operators of installations with B-Integrated Environmental Permit (Official Gazette No. 64/10, 10.05.2010);
- Decree on the level of charges payable by operators of installations with A-IPPC Permit (Official Gazette No. 64/10, 10.05.2010);
- Rulebook on substances for which are required to be prescribed emission limit values in the A-Integrated Environmental Permit (Official Gazette No. 72/10, 27.05.2010);
- Ordinance determining projects for which and criteria on the basis of which the screening for an environmental impact assessment shall be carried out (Official Gazette No.74/05, 109/09,164/12, 202/16);
- Rulebook on the content of the requirements that the study on environmental impact assessment must comply with (Official Gazette no. 33/06);
- Rulebook on the content of announcement of the notification of the intention to implement a project, of the decision on the necessity of an environmental impact assessment, of the study on project environmental impact assessment, of the report on the adequacy of the study on project environmental impact assessment, and of the decision for approval or rejection for the project to proceed, and the manner of public consultation (Official Gazette no 33/06);
- Rulebook on the form, content, procedure and manner of preparation of a report on the suitability assessment study, as well as the procedure for authorization of persons from the list

- of experts to assess the impact on the environment that will prepare a report (Official Gazette No.33/06);
- Rulebook on information which should be included in the notification of the intention to implement the project and the procedure for determining the need for assessing the impact of the project on the environment (Official Gazette No.33/06).

3.5 Components and results per Component

The project is structured in three components. The results to be achieved are:

Component 1 – Legal framework harmonized

Mandatory result 1.1: Gap assessment of the degree of compliance of the existing primary and secondary legislation prepared, with relevant action points agreed and implemented'

Mandatory result 1.2: Draft amended Law on industrial emissions control, draft new secondary legislation and amended existing secondary legislation prepared (if necessary according to gap assessment)

Component 2 – Improved EIA procedure for IED activities

Mandatory result 2.1: Impact assessment process within the EIA procedure for sectors falling under IED improved;

Mandatory result 2.2: Administrative capacities for EIA procedure for sectors falling under IED strengthened.

Component 3 – Improved IPPC permitting process

Mandatory result 3.1: Improved permitting process and settings of ELVs in integrated environmental permits.

Mandatory result 3.2: Strengthened capacities of both central- and local-level permit writers.

Mandatory result 3.3: Awareness relating Industrial pollution for all relevant stakeholders such as Industrial operators, NGO's and citizens raised.

3.6 Means/input from the EU Member State Partner Administration(s)*:

The project will be implemented in the form of a Twinning contract between the Beneficiary Country (BC) and EU Member State(s). The implementation of the project requires one Project Leader (PL) with responsibility for the overall coordination of project activities and one Resident Twinning Adviser (RTA) to manage implementation of project activities, Component Leaders (CLs) and pool of short-term experts within the limits of the budget. It is essential that the team has sufficient broad expertise to cover all areas included in the project description.

Proposals submitted by Member States shall be concise and focused on the strategy and methodology, underpinned by an indicative timetable. The suggested administrative model should mobilise the quality of the expertise and clearly show the administrative structure and capacity of the Member State entities.

Proposals shall be detailed enough to respond adequately to the Twinning Fiche, but are not expected to contain a fully elaborated project. They shall contain enough details about the strategy and methodology, and indicate the sequencing and mention key activities during the

implementation of the project to ensure the achievement of overall and specific objectives and mandatory result/outputs.

The interested EU Member State(s) shall include in their proposal the CVs of the designated Project Leader (PL) and the Resident Twinning Advisor (RTA), as well as the CVs of the potential designated Component Leaders (CLs).

The Twinning project will be implemented by close cooperation between the partners aiming to achieve the mandatory results in a sustainable manner.

The set of proposed activities (expert missions, trainings, workshops, study visits, on the job training/ internships) will be further developed with the Twinning partners when drafting the initial work plan and successive rolling work plan every three months, keeping in mind that the final list of activities will be decided in cooperation with the Twinning partner. The components are closely inter-linked and need to be sequenced accordingly.

3.6.1 Profile and tasks of the PL:

Qualification and skills

- Proven contractual relation to a public administration or mandated body (see Twinning Manual 4.1.4.2);
- University degree in relevant subject such as natural science and technology, or environmental engineering, or law or any other relevant discipline with the project focus or in its absence an equivalent professional experience of 8 years;
- At least 3 years of specific experience in the field of implementation of industrial pollution legislation in the EU MS relevant administration/institution;
- Experience in project coordination in international and/or EU funded project will be considered as an asset;
- Fluency in written and spoken English.

Tasks of the Project Leader

- Conceive, supervise and coordinate the overall Twinning project;
- Coordinate and monitor the overall implementation of the project including coordination and direction of the MS Twinning partner;
- Coordinate MS experts' work and availability;
- Permanent contacts with the main counterpart in the BC;
- Ensure the backstopping functions and financial management;
- Guarantee from the MS administrative side, the successful implementation of the Project's Work Plan; participate in meetings of the Project Steering Committee with the BC PL;
- Undertake all activities specified in the project and for achieve the mandatory results;
- Participate in preparation of the initial and subsequent work plans

3.6.2 Profile and tasks of the RTA:

One Resident Twinning Advisor (RTA) will be appointed and he/she will be located in the premises of the Ministry of Environment and Physical Planning (MoEPP). The secondment of the RTA will last for 20 months, during which he/she will be responsible for the direct implementation of the project under the overall supervision of the MS Project Leader.

Qualifications and skills

- Proven contractual relation to a public administration or mandated body (see Twinning Manual 4.1.4.2);
- University degree in relevant subject such as law, or environmental engineering or other relevant discipline with the project focus, or equivalent professional experience of 8 years;
- At least 3 years of specific experience in MS administration in the environmental field with an emphasis on implementation of industrial pollution legislation;

- Experience in project coordination in international and/or EU funded project will be considered as an asset;
- Fluency in written and spoken English.

Tasks of the Resident Twinning Adviser

- Drafting and initial work plan in close cooperation with the relevant actors;
- Coordinate all project activities and experts' inputs in the country;
- Ensure timely and correct implementation of the activities as outlined in the initial and subsequent work plans; keeps the Beneficiary PL/RTA informed about the implementation and reports regularly to the Member State PL;
- Updates the work plan to be transmitted to the Project Steering Committee under the authority of the Member State PL;
- Providing advice and technical assistance to the representatives of the Beneficiary administration;
- Monitoring and evaluating the needs and priorities in the respective sector, project risks, progress against the project budget, benchmarks, and outputs, and taking any necessary remedial actions if needed;
- Coordination of the EU MS experts' work and availability;
- Preparation of the materials and documentation for regular monitoring and reporting;
- Take corrective actions, if necessary, inside the terms of the signed contract.

RTA Assistant

The RTA shall be supported by a full-time project assistant. The RTA assistant will be recruited and funded by the project. He/she will be working together with the RTA for the whole duration of the project. The RTA assistant will provide logistical and administrative support, translation and interpretation services as necessary and assist in the preparation of working documents, organisation of seminars, training and study tours. The profile of the RTA assistant will be specified by the RTA who will proceed to his/her recruitment following the provisions of the Twinning Manual. The assistant will be contracted in line with the Twinning Manual rules (see point 4.1.6.10) and paid from the Twinning budget. The assistant will be selected through an open call.

Full-time translator/interpreter

For the purpose of the project and for cost effectiveness, the Twinning project foresees a part or full-time translator/interpreter who should be selected through an open call. The full-time translator/interpreter will be involved in all necessary project activities (training sessions, translation of project documents/reports and materials, organisational activities, etc.). The role of the translator/interpreter will be to provide translation and editing as well as interpretation services to the Twinning project in general.

3.6.3 Profile and tasks of Component Leaders:

3.6.3.1. Component Leader for Component 1: Legal framework

- Proven contractual relation to a public administration or mandated body (see Twinning Manual 4.1.4.2);
- University degree in law or other relevant discipline with the project focus or equivalent professional experience of 8 years;
- At least 3 years of specific experience in drafting legislation in the environmental field.
- Experience in developing an industrial pollution regulations will be considered as an asset;
- Experience in project coordination in international and/or EU funded project will be considered as an asset;
- Fluency in written and spoken English.

Tasks of the Component Leader

- Coordinate and undertake all activities related to gap assessment of the degree of compliance of the existing legislation, based on which further steps will be decided and will be implemented accordingly.
- Undertake activities on preparation of the comparative analysis of legal systems in EU member states regarding the model for calculating environmental tax for IED activities, as well as preparation of baseline report for industries/operators.
- Providing advice and technical assistance to the representatives of the Beneficiary administration.

3.6.3.2 Component Leader for Component 2: EIA procedure for IED activities

Qualifications and skills

- Proven contractual relation to a public administration or mandated body (see Twinning Manual 4.1.4.2)
- University degree in environmental engineering or other relevant discipline with the project focus or equivalent professional experience of 8 years;
- At least 3 years of specific experience in MS administration in the environmental field with an emphasis on implementation of EIA procedure.
- Experience in project coordination in international and/or EU funded project will be considered as an asset;
- Fluency in written and spoken English.

Tasks of the Component Leader

- Undertake all activities related to coordination and development/preparation of methodology for the impact assessment process for sectors falling under IED, as well as preparing of guidelines on methodologies for processes of impact assessment regarding the IED activities.
- Coordinate all project activities, as well as all experts' inputs regarding internal instructions for the IPPC Unit and other relevant departments of the MoEPP on impact assessment.
- Coordinate all project activities regarding the quality and content of the EIA reports and decisions.
- Providing advice and technical assistance to the representatives of the Beneficiary administration.

3.6.3.3 Component Leader for Component 3: IPPC permitting process

Qualifications and skills

- Proven contractual relation to a public administration or mandated body (see Twinning Manual 4.1.4.2);;
- University degree in environmental engineering or technology or other relevant discipline with the project focus or equivalent professional experience of 8 years;
- At least 3 years of specific experience in MS administration in the environmental field with an emphasis on implementation of IPPC procedure/permit writing.
- Experience in project coordination in international and/or EU funded project will be considered as an asset;
- Fluency in written and spoken English.

Tasks of the Component Leader

- Undertake all activities related to coordination of the project activities and experts' inputs regarding the permitting process and settings of ELVs in integrated environmental permits, aiming to achieve high-quality permits by setting ELVs in coordination and cooperation

with industry/operators, with all relevant Departments/Units within the Administration/Ministry and with local level authorities. Coordinate all project activities and experts' inputs related to developing the guidelines for industry/operators on establishing the related class of activity under the IED

- Coordinate all project activities and experts' inputs related to development of guideline on defining a substantial change to an IPPC/IED installation (IPPC Unit in cooperation with EIA Unit)
- Coordinate all project activities and experts' inputs related to developing of internal joint procedure for environmental impact assessments (focus on Environmental Quality Standards).
- Coordinate all project activities and experts' inputs related to conducting a training needs assessment, followed by a long-term training programme, resulting in upgraded skills and competences of both central- and local-level permit writers. This will be achieved through delivering workshops and seminars, including as many municipalities as possible, through one-to-one training sessions for site-visits and for permits writers, covering as many sectors as possible.
- Providing advice and technical assistance to the representatives of the Beneficiary administration.

3.6.4 Profile and tasks of other short-term experts:

Qualification and skills

Short Term Experts shall comply with the following minimum requirements:

- Proven contractual relation to a public administration or mandated body (see Twinning Manual 4.1.4.2);
- Have a university degree in an area relevant to the project, or equivalent professional experience of 8 years;
- At least 3 years of working experience in areas relevant to their specific assignment;
- Be fluent in English, both oral and written.
- Good skills in reporting and communication.

Tasks:

The Short-Term experts will:

- Prepare and implement specific tasks based mainly on practical cases and experience in compliance with their mission description and in accordance with Project activities;
- Provide practical expertise/advices to relevant staff for execution of different tasks related to the project;
- Assist in key tasks, e.g. in the field of drafting legislation, administrative capacity building in IPPC or EIA sector, drafting and enforcement of IPPC permits, developing plans for strengthening administrative capacity in environmental sector in national and local level, etc.;
- Preparation and reporting work, before and after missions to the Beneficiary country;
- Address cross-cutting issues.

4. Budget

Twinning Contract	Total (EUR)	IPA Community Contribution		National Public Contribution	
		EUR	%	EUR	%
Further strengthening the capacities for effective implementation of the <i>acquis</i> in the field of industrial pollution	1,000,000	850,000	85	150,000	15

5. Implementation Arrangements

5.1 Implementing Agency responsible for tendering, contracting and accounting is the Central Financing and Contracting Department (CFCD) within the Ministry of Finance.

Name: Ms. Ermira Fida

Institution: Ministry of Finance / Central Financing and Contracting Department

Position: Head of the Operating Structure

E-mail: ermira.fida@finance.gov.mk

Address: st. Dame Gruev no. 12, 1000 Skopje

5.2 Institutional framework

The Contracting Authority for this Twinning project is Central Financing and Contracting Department within the Ministry of Finance.

Main beneficiary and coordinator of the project will be Ministry of Environment (MoEPP) and Physical Planning/Administration of Environment (AE). The Ministry of Environment and Physical Planning/Administration of Environment will be directly responsible for co-ordination and management of the project from the beneficiary side and will support the Twinning project team in organizational and technical matters.

The Ministry of Environment and Physical Planning performs environmental tasks related to the legal harmonization process; preparation of national strategies and action plans; inspection and enforcement, including intervention if needed against the more significant polluters; and nationwide monitoring, information systems and cadastres.

In relation to the current project, the following departments/units/institutions within the MoEPP/AE shall be involved:

- *EU Department*. Responsible for the approximation process and drafting national legislation in compliance with the EU *acquis*. It is as well responsible for the whole EU integration process of the environment sector. In addition, two units of the EU Department are managing the IPA funds and perform activities of IPA operational structure.
- *Environmental Administration (EA)*. EA is a public body within the Ministry of Environment and Physical Planning responsible for implementation of environmental legislation. The main objective of the EA is to establish an efficient and integrated system of environmental protection in the country. It performs professional activities in nature protection, waste, water, air, soil, noise protection and other environmental areas. It is also responsible for conducting environmental impact assessment (EIA) procedure for projects and the procedure concerning Integrated Pollution Prevention and Control (IPPC) permits.
- *Department of Industrial Pollution and Risk Management - Integrated Pollution Prevention and Control (IPPC) Unit*, within the Department for Industrial Pollution and Risk Management, the main counterpart for this project, is responsible for provision the available staff to maximize the benefits from the services provided in this project, coordination and implementation of the project in the Beneficiary Country.

- The *Unit for environment impact assessment and soil protection* is part of the *Department for Environment* whose main task is the implementation of national legislation related to environmental impact assessment. In this regard, this department is responsible for the procedure regarding approval of EIA study or environmental elaborate as step needed prior particular economic activities can start operating.
- *State Environmental Inspectorate (SEI)*. The SEI is a special legal entity under the MoEPP which is the competent authority for inspection and supervision over the enforcement of laws and regulations in the area of environment on national level. Since May 2014 the SEI, as constituent body within the MoEPP, acquired status of a legal person with its own budget.

5.3 Counterparts in the Beneficiary administration:

The PL and RTA counterparts will be staff of the Beneficiary administration and will be actively involved in the management and coordination of the project.

5.3.1 Contact person:

Name: Ms Vesna Indova Tocko
 Institution: Ministry of Environment and Physical Planning
 Address: Plostad Presveta Bogorodica 3, 1000 Skopje
 Position: Head of Department for EU- IPA Coordinator

5.3.2 PL counterpart

Name: Nazim Aliti
 Institution: Ministry of Environment and Physical Planning
 Address: Plostad Presveta Bogorodica 3, 1000 Skopje
 Position: Head of Department for Industrial Pollution and Risk Management

5.3.3 RTA counterpart

Name: Besa Tateshi
 Institution: Ministry of Environment and Physical Planning
 Address: Plostad Presveta Bogorodica 3, 1000 Skopje
 Position: Head of Unit for IPPC

6. Duration of the project

The implementation period of the action is 20 months. The execution period of the contract shall enter into force upon the date of notification by the Contracting Authority of the contract signed by all parties, whereas it shall end 3 months after the implementation period of the Action.

7. Management and reporting

7.1 Language

The official language of the project is the one used as contract language under the instrument (English). All formal communications regarding the project, including interim and final reports, shall be produced in the language of the contract.

7.2 Project Steering Committee

A project steering committee (PSC) shall oversee the implementation of the project. The main duties of the PSC include verification of the progress and achievements via-à-vis the mandatory results/outputs chain (from mandatory results/outputs per component to impact), ensuring good coordination among the actors, finalising the interim reports and discuss the updated work plan.

Other details concerning the establishment and functioning of the PSC are described in the Twinning Manual.

7.3 Reporting

All reports shall have a narrative section and a financial section. They shall include as a minimum the information detailed in section 5.5.2 (interim reports) and 5.5.3 (final report) of the Twinning Manual. Reports need to go beyond activities and inputs. Two types of reports are foreseen in the framework of Twinning: interim quarterly reports and final report. An interim quarterly report shall be presented for discussion at each meeting of the PSC. The narrative part shall primarily take stock of the progress and achievements *via-à-vis* the mandatory results and provide precise recommendations and corrective measures to be decided by PSC in order to ensure the further progress.

8. Sustainability

This Operation will provide further improvement in permitting process at both, national and local level, and in setting up of ELVs in integrated environmental permit through better application of Best Available Techniques (BAT). Also, it will improve coordination and cooperation within the Ministry's relevant Departments, between central and local government in implementation of EU and national industrial pollution provisions, and also between all other involved stakeholders in the Beneficiary country.

Every result will be the product of a joint work of the public administration staff and the selected experts, which will ensure an increase of expertise within the public administration. The achievements of a Twinning project shall be maintained as a permanent asset to the Beneficiary administration even after the end of the Twinning project implementation. This presupposes *inter alia* that effective mechanisms are put in place by the Beneficiary administration to disseminate and consolidate the results of the project. During the project, the twinning partners should develop documents/handouts, guidelines that will be easily accessible for later use by the final Beneficiary administration. Staff benefiting from training sessions/study visits shall transfer knowledge through subsequent training to their colleagues, and the final Beneficiary will further use training resources.

9. Crosscutting issues

Equal opportunity and non-discrimination

Based on the fundamental principles of promoting equality and combating discrimination, participation in the project will be guaranteed on the basis of equal access regardless of sex, racial or ethnic origin, religion or belief, disability, age or sexual orientation. Equal participation of men and women during the implementation of the project will be assured. Gender equality incentives are incorporated particularly in activities concerning capacity building.

Minorities and vulnerable groups

The Twinning partners in formulation the proposal and implementation of the contract shall ensure respect of Ohrid Framework Agreement and "Race directive" 2000 (200/43/EC of 29 June), which has an important impact on employment (incl. vocational training, working conditions, social protection, etc.) and is also a crucial aspect of the *acquis*. Furthermore, the training activities will include a specific component to train beneficiary staff in the different elements of mainstreaming minority and vulnerable groups in programme and project development and monitoring and evaluation.

Civil society development and dialogue

Relevant civil society organisations will be included in twinning activities when relevant. In compliance with the provisions of the IPA II Implementing Regulation, the civil society will be involved through the mainstreaming mechanism developed to integrate it to the implementation

of IPA II, in accordance with the principle of wide stakeholder representation and partnership of all interested and affected parties.

Environment and climate change

The project directly relates to environment and climate issues at national and local levels. It will improve the institutional, technical and quality of information necessary for further progress in the implementation of EU legislation and thus directly contribute to the improvement of environmental legislation in North Macedonia.

The principle of implementation of this Twinning project will be based on environment friendly atmosphere. This in particular guarantees, minimising paper use during project implementation by the maximum feasible use of electronic tools and resources. Minimal use of plastics and not using plastics for the visibility materials (e.g. no plastic pens or plastic folders).

Good governance

All relevant requirements to ensure a sound financial management of the project will be fulfilled in accordance with the principle of good governance. All necessary provisions will be taken to fight against corruption in accordance with Article 51.3 of the Law on Ratification of Framework Agreement between the Government and the European Commission on the arrangements for implementation of Union financial assistance under the Instrument for Pre-Accession Assistance (IPA II) (published in the Official Gazette No. 99/2015 on 16 June 2015): *“The IPA Final Beneficiary shall under indirect management, take any appropriate measure to prevent and counter any active or passive corruption practices at any stage of the procurement procedure or grant award procedure or during the implementation of the corresponding contracts.”*

10. Conditionality and sequencing

The implementation of this project requires the full commitment and participation of the senior management of the final beneficiary institution. In addition to providing the twinning partner with adequate staff and other resources to operate effectively, the senior management must be actively involved in developing and implementing the policies and institutional change required to deliver the project results.

11. Indicators for performance measurement

Operation	
Further strengthening the capacities for effective implementation of the <i>acquis</i> in the field of industrial pollution	
Mandatory Result	Objectively Verifiable Indicators
Component 1: Legal framework harmonized	
Mandatory result 1.1 Gap assessment of the degree of compliance of the existing primary and secondary legislation prepared, with relevant action points agreed and implemented.	<ul style="list-style-type: none"> • Gap assessment report of existing primary and secondary legislation prepared. • Report for comparative analysis of legal systems in EU member states regarding the model for calculating environmental tax for IED activities, as well as preparation of baseline report for industries/operators.
Mandatory result 1.2 Draft amended Law on industrial emissions control, draft new secondary legislation and amended existing secondary legislation prepared (if necessary according to gap assessment)	<ul style="list-style-type: none"> • Draft Amended Law on industrial emissions control prepared. • Draft Rulebook on preparing baseline report by industrial operators prepared. • Draft Model for calculating environmental tax for IED activities prepared.

	<ul style="list-style-type: none"> • Number of secondary legislation based on the conclusions of the gap assessment prepared.
Component 2: Improved EIA procedure for IED activities	
Mandatory result 2.1: Impact assessment process within the EIA procedure for sectors falling under IED improved;	<ul style="list-style-type: none"> • Methodology for environment impact assessment processes related to IED activities developed; • Guidelines on methodologies for processes of impact assessment regarding the IED activities prepared;
Mandatory result 2.2: Administrative capacities for EIA procedure for sectors falling under IED strengthened.	<ul style="list-style-type: none"> • Internal instructions for the IPPC Unit and other relevant departments of the MoEPP on impact assessment prepared; • Number of workshops and seminars for participants from national and local administration conducted; • Number of one-to-one training sessions for participants from national administration conducted; • Draft EIA reports and decisions for sectors falling under IED for improving the quality and content prepared.
Component 3: Improved IPPC permitting process	
<p>Mandatory result 3.1 Improved permitting process and settings of ELVs in integrated environmental permits.</p> <p>Note: In the process of issuing of the permit the participants should perform inspection and on-site visits. In order to ensure safety of the participants they should be supplied within this project necessary safety equipment. (i.e. helmets, safety shoes, safety jackets/vests, gloves, safety glasses, ear protectors, breathing masks, first aid kit, etc.)</p>	<ul style="list-style-type: none"> • Number of guidelines for industry/operators on establishing the related class of activity under the IED prepared. • Guideline on defining a substantial change to an IPPC/IED installation (IPPC Unit in cooperation with EIA Unit) prepared. • Internal joint procedure for environmental impact assessments (focus on Environmental Quality Standards) developed. • Number of draft permits, aiming to achieve high-quality permits by setting ELVs in coordination and cooperation with all relevant stakeholders prepared.
Mandatory result 3.2: Strengthened capacities of both central- and local-level permit writers.	<ul style="list-style-type: none"> • Training needs assessment report (at national and local levels) prepared. • Long-term training programme prepared. • Number of workshops, one-to-one training sessions and seminars for participants from national and local administration conducted. • Number of site-visits and pilot permits for national and local level conducted. • Number of manuals/guidelines for site-visits performed by both, national and local levels administration prepared. • General Guidelines and sectoral guidelines at both, national and local levels, with accent on local level prepared.

	<ul style="list-style-type: none"> • Guidelines on monitoring and enforcement of issued integrated permits (IPPC Unit in cooperation with SEI) prepared; • Direct transfer and exchange of know-how and international best practices (preferably through study visits to MS with the relevant employees). • Steps for including IPPC Unit in IMPEL network determined.
<p>Mandatory result 3.3: Awareness raised relating Industrial pollution for all relevant stakeholders such as Industrial operators, NGO's and citizens</p>	<ul style="list-style-type: none"> • Communications and visibility plan developed. • Number of awareness raising activities for relevant stakeholders conducted. • Number of specific workshops organized for relevant stakeholders for approximately 30 persons. • Number of meetings organized at the central and local level.

12. Facilities available

An office for the RTA, his/her assistant and full-time translator/interpreter will be made available by the beneficiary institution. Also, the beneficiary will put at disposal internal meeting and training rooms with all the necessary equipment. Exceptionally, rent of external meeting and training rooms may be necessary. The Beneficiary commits itself to deliver the following facilities:

- Adequately equipped office space for the RTA, RTA assistant(s) and full-time translator/interpreter for the entire duration of their secondment;
- Supply of office room, including access to computer, telephone, internet, printer, photocopier;
- Adequate conditions for the STE to perform their work while on mission;
- Provide suitable venues for the meetings and training sessions that will be held under the Project;

ANNEXES TO PROJECT FICHE

1. The Simplified Logical framework matrix
2. Organogram of the BC institution

Annex 1: Logical Framework Matrix

Further strengthening the capacities for effective implementation of the <i>acquis</i> in the field of industrial pollution	Programme name and number	Sector Operational Programme for Environment and Climate Action 2014-2020 (IPA 2014 037702). Action 1: Approximation of environmental and climate action legislation in priority areas and gradual move to a sector-based approach. Activity 1.2: Transposition of Environmental and Climate Acquis and Activity 1.3: Strengthening capacities for implementation and enforcement of environment and climate action legislation in priority areas.
Ministry of Environment and Physical Planning	Total budget: 1.000.000 EUR	

	Description	Indicators (with relevant baseline and target data)	Sources of verification	Risks	Assumptions (external to project)
Overall Objective (impact)	The overall objective of this project is to protect human health and the environment, by reducing harmful industrial emissions in all environmental media (air, water and soil)	Progress made towards meeting the EU accession criteria in the area of industrial emissions.	European Commission annual Reports		
	Description	Indicators(with relevant baseline and target data)	Sources of verification	Risks	Assumptions (external to project)
Specific Objective(s) (outcome)	The specific objective is to further strengthen the national and local administrative capacities in the area of industrial pollution by improving the integrated environmental permits, which should contain conditions set in accordance with the principles and provisions of the IED and BATC.	Numbers of integrated environmental permits, which should contain conditions set in accordance with the principles and provisions of the IED and BATC issued.	- MoEPP Reports		<ul style="list-style-type: none"> - Political commitment - Strong support and commitment from twinning partner(s) - Relevant staff involved in the process - Efficient procedures for implementation of the recommendations

Component 1: <u>Legal framework harmonized</u>					
	Description	Indicators (with relevant baseline and target data)	Sources of verification	Risks	Assumptions (external to project)
Mandatory results	Mandatory result 1.1: Gap assessment of the degree of compliance of the existing primary and secondary legislation prepared, with relevant action points agreed and implemented.	Gap assessment report of existing primary and secondary legislation prepared			
		Report for comparative analysis of legal systems in EU member states regarding the model for calculating environmental tax for IED activities, as well as preparation of baseline report for industries/operators.	- Legal proposal for primary legislation on industrial emissions control - Legal proposal for secondary legislation on industrial emissions control	- Lack of sufficient cooperation between all parties involved in the project that could result in low quality of the prepared documents - Unclear division of the responsibilities among involved stakeholders	- Smooth and effective cooperation between all parties involved in the project - Completion of the tasks, according to the time schedule and the budget - Support and commitment from involved stakeholders
	Mandatory result 1.2: Draft amended Law on industrial emissions control, draft new secondary legislation and amended existing secondary legislation prepared (if necessary according to gap assessment)	Draft Amended Law on industrial emissions control prepared.	- Minutes of the Working Group meetings - Project interim and final report	- Lack of sufficient information and delays in ensuring documents necessary for implementation of the operation	- Sufficient flow of relevant information for the operation implementation between the involved parties on national local level
		Draft Rulebook on preparing baseline report by industrial operators prepared.			- Dedicated staff by the Beneficiaries is present during the project implementation

		Draft Model for calculating environmental tax for IED activities prepared.			
		Number of secondary legislation based on the conclusions of the gap assessment prepared.			
Component 2: Improved EIA procedure for IED activities					
	Description	Indicators (with relevant baseline and target data)	Sources of verification	Risks	Assumptions (external to project)
Mandatory results	Mandatory result 2.1: Impact assessment process within the EIA procedure for sectors falling under IED improved;	Methodology for environment impact assessment processes related to IED activities developed;	<ul style="list-style-type: none"> - MoEPP / EIA reports and internal documentation - Minutes of the Working Group meetings - Training reports and evaluations 	<ul style="list-style-type: none"> - Lack of sufficient cooperation between all parties involved in the project that could result in low quality of the prepared documents - Unclear division of the responsibilities among involved stakeholders 	<ul style="list-style-type: none"> - Smooth and effective cooperation between all parties involved in the project - Completion of the tasks, according to the time schedule and the budget - Support and commitment from involved stakeholders

		Guidelines on methodologies for processes of impact assessment regarding the IED activities prepared;	- Project interim and final report	- Lack of sufficient information and delays on ensuring documents necessary for implementation of the operation	<p>-Sufficient flow of relevant information for the operation implementation between the involved parties on national local level</p> <p>- Dedicated staff by the Beneficiaries is present during the project implementation</p>
	<p>Mandatory result 2.2: Administrative capacities for EIA procedure for sectors falling under IED strengthened.</p>	Internal instructions for the IPPC Unit and other relevant departments of the MoEPP on impact assessment prepared.			
		Number of workshops and seminars for participants from national and local administration conducted.			
		Number of one-to-one training sessions for participants from national administration conducted.			

		Draft EIA reports and decisions for sectors falling under IED for improving the quality and content prepared.			
Component 3: Improved IPPC permitting process					
	Description	Indicators (with relevant baseline and target data)	Sources of verification	Risks	Assumptions (external to project)
Mandatory results	Mandatory result 3.1: Improved permitting process and settings of ELVs in integrated environmental permits.	Number of guidelines for industry/operators on establishing the related class of activity under the IED prepared.	- MoEPP Reports - Project reports	- Lack of sufficient cooperation between all parties involved in the project that could result in low quality of the prepared documents	- Smooth and effective cooperation between all parties involved in the project
		Guideline on defining a substantial change to an IPPC/IED installation (IPPC Unit in cooperation with EIA Unit) prepared.	- Training reports and evaluations.	- Unclear division of the responsibilities among involved stakeholders	- Completion of the tasks, according to the time schedule and the budget
		Internal joint procedure for environmental impact assessments (focus on Environmental Quality Standards) developed.	- Quarterly report	- Lack of sufficient information and delays on ensuring documents necessary for	- Support and commitment from involved stakeholders -Sufficient flow of relevant information for the operation implementation

		<p>Number of draft permits, aiming to achieve high-quality permits by setting ELVs in coordination and cooperation with all relevant stakeholders prepared. Baseline: 0 draft permits prepared (2022) Target: min 6 A and min 3 B IED draft permits prepared (2025)</p>		<p>implementation of the operation</p>	<p>between the involved parties on national local level</p> <p>- Dedicated staff by the Beneficiaries is present during the project implementation</p>
	<p>Mandatory result 3.2: Strengthened capacities of both central- and local-level permit writers.</p>	<p>Training needs assessment report (at national and local levels) prepared.</p> <p>Long-term training programme prepared.</p> <p>Number of workshops, one-to-one training sessions and seminars for participants from national and local administration conducted.</p> <p>Number of site-visits and pilot permits for national and local level conducted. Baseline: 0 (2022) Target: 9 (2025)</p>			

		Number of manuals/guidelines for site-visits performed by both, national and local levels administration prepared.			
		General Guidelines and sectoral guidelines at both, national and local levels, with accent on local level prepared.			
		Guidelines on monitoring and enforcement of issued integrated permits (IPPC Unit in cooperation with SEI) prepared.			
		Direct transfer and exchange of know-how and international best practices (preferably through study visits to MS with the relevant employees).			
		Steps for including IPPC Unit in IMPEL network determined			
Mandatory results	Mandatory result 3.3: Awareness raised Awareness raised relating Industrial pollution for all relevant stakeholders such as Industrial operators, NGO's and citizens	Communications and visibility plan developed.			
		Number of awareness raising activities for relevant stakeholders conducted.			
		Number of specific workshops organized for relevant stakeholders for approximately 30 persons.			

		Number of meetings organized at the central and local level.			
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Annex 2: Organogram of the BC institution

