

Communication Plan

1. Introduction

Over the past decades environmental pollution management projects have been carried out in many countries including Turkey. Some projects were successful in producing lasting impacts on the improvement of air pollution management. However, many projects could not support themselves or expand further when the involved external agencies discontinued their support. A number of technical, financial, institutional, economic, and social factors contribute to the potential failure to sustain the projects, and they vary from project to project.

Management of air pollution has become a major public health and environmental concern in urban areas of many developing countries. The concern is serious, particularly in the capital cities, which are often gateways to the countries for foreign diplomats, businessmen, and tourists. Poor visual appearance of these cities may negatively impact on official and tourist visits and foreign investment.

Effective management of air pollution and sustainable improvements that do not cease with the departure of donors requires the cooperation of the general public. Lifting the priority and allocating more resources to the air pollution management sector needs the support from decision makers. It is, therefore, important to ensure that public and decision makers' awareness activities are incorporated into the external support package. The aim of these activities is normally long term and it takes some momentum to build up before the effects are realised. But, once the interest of the public and the decision makers in improving air pollution management has been created, the sustainability of air pollution management projects will significantly improve.

Important when addressing air pollution management is the compliance with the Directive on Large Combustion Plants (currently in the process of being fully replaced by the Industrial Emissions Directive) which applies to combustion plants, the rated thermal input of which is equal to or more than 50 MW, irrespective of the type of fuel used. The LCPD has been transposed into Turkish legislation by the "By-law on Large Combustion Plants" (BLCP), published in the Official Journal (8-6-2010, no. 27605).

The main challenges for implementation of the LCP Directive in Turkey are the lignite power plants. Domestic lignite is relatively young, with low calorific value and with high sulphur and ash ratios; however there is a considerable domestic lignite reserve and Government backed policies to keep use of this resource to guarantee security of energy supply and diversity of supply resources.

Turkey is among the most SO₂ and PM₁₀ emitting countries with its LCPs and more than half of the air pollution sources are thermal power plants. The publicly owned lignite burning power plants are old and do not adopt BAT for emission reduction; thus there is a need to reduce the pollution caused by them.

The LCP Directive is phase-wise being replaced by the Industrial Emission Directive (2010/75/EU), which established a regime with some changes as compared to the requirements of the 'old' LCPD.

Of significant importance for the greater awareness by the general public, project stakeholders and other concerned parties is the preparation and implementation of a Communication Plan that supports a successful project implementation and completion. The Communication Plan can play a critical role in securing the long term results of the project for both the environment and the public at large.

In the scope of EU Projects, the EU Delegation to Turkey has its own approach to visibility rules, which is in line with the European Union requirements though customized for Turkey. These rules and procedures, in which the Consultant has extensive experience, will be the guiding principles in implementing this Communication Plan.

Under this Communication Plan the "**rule of parallelism**", which refers to the dissemination of the same message through various channels and means, by utilisation of different communication tools, will serve to constitute the primary principle for its implementation.

For the implementation of the activities of the “Technical Assistance for Better Air Quality by Transposing the Large Combustion Plant Directive” project, information and communication play an important role in making the EU more transparent and accessible, both to citizens within the EU member states and candidate countries.

The Communication Plan’s implementation will ensure that the latest **Communication and Visibility Manual for EU External Actions** and other related documents on EU Communication will serve as a reference point for the shaping and design of all messages and tools. The Communication Plan will:

- Identify all stakeholders and stakeholder groups with an interest in the Project;
- Create an outline for coordination planning of the Project;
- Identify key concerns for the Main Beneficiaries, Contracting Authority and stakeholders;
- Outline internal project Communication to ensure project team and progress meeting members are kept updated and informed.

The communication tools and methodology used in the scope of this Project should ensure that the messages and the information are communicated in an effective and proper manner to the accurate target groups. In this respect the main goal for the Communications plan will be informing the target groups, the general public as well as the stakeholders with utmost diversity about the project objectives, expected results and long run Project benefits.

2. Communication Plan Outline

This Communication Plan aims to assist the implementation of the project activities hand in hand with appropriate and high quality communication tools in order to ensure the visibility and publicity of the project results and outputs within the wider framework of the Turkey-EU relations in order to increase the level of awareness of the project stakeholders and project target groups.

3. Main Principles for the Communication Plan

“The Communication Plan aims to increase the awareness, information and publicity of the Project among target groups and stakeholders. All Communication should be timely, complete, accurate and relevant to the targeted audience. Communication should also offer opportunities for feedback and provide correct information for questions that arise during the project implementation”.

The Communication Plan should propose and describe appropriate communication approaches which will be feasible and practical during the project implementation. The Plan will promote the project and its operations and inform entities and stakeholders falling under the scope of this Project, as well as the general public, about the opportunities provided by the assistance and its outcomes. The Communication Plan will also be a guideline for the design, production and application of appropriate communication methods and tools.

The Communication Plan aims to provide sustainability of the Project in the long run. In this respect the Plan has been prepared in accordance with the Project ToR by fully covering the expectations of the Main Beneficiaries and Contracting Authority. The Communication Plan has been designed such that it fully complies with the proposed Methodology for this Proposal and forms an integral part of it.

The scope of this Communication Plan includes:



- Objectives
- Target Groups
- Planned Messages
- EU Publicity and Visibility Rules
- Tools and Methodologies
- Communication Support to Main beneficiaries

The Communication Plan also aims to raise awareness about the results, outputs and achievements of the project as well as to support a participatory approach, to achieve the expected Project results.

Furthermore, this Communication Plan predominantly aims at:

- Developing tailor made messages for the target groups;
- Providing innovative strategies to strengthen positive perceptions of project target groups and the responsible institutions, increasing their capacities;
- Ensuring project awareness during the different workshops, training modules, study visits and creating effective tools for the target groups in order to promote the project activities and expected outputs;
- Raising the visibility and publicity of the operational results within the wider framework of the EU-Turkey relations.

As specified in the ***Communication and Visibility Manual for European Union External Actions***, in order to maximise the impact of communication efforts, the following specifications will be strictly followed:

- Activities need to be timely;
- Information used must be accurate;
- Activities should be coordinated closely with the Beneficiary;
- The right audience(s) should be targeted;
- Messages should interest the target audience(s);
- Activities should be appropriate in terms of resources spent and expected impact.

In this respect, each specific objective will be handled with utmost attention and care and will be realised in conformity with the Communication and Visibility Manual provisions.

4. Specific Objectives

The purpose of the contract is to establish the necessary capacity to implement the Large Combustion Plant Directive (and its replacement requirements under the Industrial Emissions Directive). This is expected to contribute to improved protection of public health and of the environment in Turkey.

The following results are expected to be achieved by the Consultant:

- **Result 1:** A detailed inventory of all large combustion plants in Turkey and a web site including information about large combustion plants is available to use;
- **Result 2:** Regulatory Impact Assessment for the implementation of the Large Combustion Plant Directive is available to use;
- **Result 3:** Required institutional structure, technical capacity and procedural arrangements defined and developed to implement the LCP Directive.

Parallel to the overall objective of the Project, a specific objective of this Communication Plan is to disseminate information to the direct and indirect target groups as well as stakeholders and ensuring publicity about the benefits of the project results with regard to the following:

- Developing and disseminating information on project objectives, outputs, activities and events;
- Informing the local stakeholders and relevant parties regarding the implementation of the Project;
- Create new networks and existing old ones to improve dissemination of information;
- Promotion of the participation and ownership of the Project activities;
- Building and further enhancing capacities of Beneficiaries for ensuring sustainability of communication and systematic delivery of correct messages;
- Raising awareness among international, national and particularly local media.

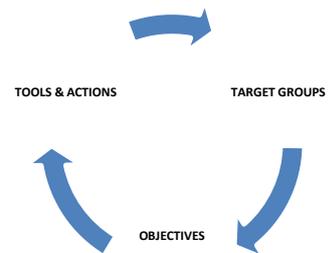
5. Target Groups, Objectives and Tools

The target groups of this Communication Plan are the Main Beneficiary, Co-Beneficiaries and final beneficiaries of the actions. Hence, the immediate target groups and relevant of this project will be as follows:

- The Ministry of Environment and Urbanisation (MoEU) (Main Beneficiary);
- The Ministry of Energy and National Resources (MENR) (Co-Beneficiary);
- Provincial Directorates of the MoEU;
- Ministry of Health;
- Ministry of Economy;
- Ministry of Science, Industry and Technology.
- Ministry of Development;
- Ministry of EU Affairs;
- Society of Electricity producers (EÜD);
- Electricity Generation Company (EÜAŞ) (Co-Beneficiary);
- Turkey Sugar Factories Inc.;
- State Privatisation Institute (SPI) (Co-Beneficiary);
- Others (Metropolitan Municipalities, CSOs, Universities, Private Sector Chambers, companies, general public, etc.);
- Contracting Authority;
- International, national, regional, local media, internet portals.

In the scope of identifying the Target Groups, the Consultant shaped the Communication Plan such that a maximum of parties can be reached.

The up to 100-120 LCPs falling under the scope of this TA project will be an important target group. Since the Project will have a local, regional, national and international perspective, it requires wide visibility. In the perspective of the Project important stakeholders, including the General Directorate for Environmental Management of Ministry of Environment and Urbanisation, the Ministry of Energy and National Resources, the Electricity Generation Company, and the State Privatization Institute, will be targeted to create maximum collaboration during the life cycle of the project.



The tables below present the Target Groups, Objectives and Planned Actions of the Communication Plan.

TARGET GROUPS

1. Up to 100-120 LCPs located across Turkey
2. Main Beneficiaries, Co-Beneficiaries, Contracting Authority
3. Local, Regional, National
4. National, Regional and Local Media

OBJECTIVES

1. Provision of information on benefits of air pollution management for the environment, human health and habitat
2. Demonstration of positive impacts of the project, sharing the long term and short term impacts
3. Demonstration of positive impact of EU projects and awareness raising on the impacts of air pollution across Turkey and beyond
4. Creation of the synergy between the End Recipients and the stakeholders in order to create an effective communication process and in order to provide well-functioning of the project

PLANNED ACTIONS

1. Booklets, flyers, posters, promotional items
2. Ad hoc meetings, seminars, workshops, study visits, trainings
3. Internet web page
4. Project Steering Committee, monthly management meetings, key project events and meetings

6. Planned messages

In order to create effective awareness raising and understanding, communication messages are the foremost important element of a Communication Plan. The content of each message should be determined attentively. If a message is too general, poorly defined, incorrect, inappropriate, or not agreed, then the Communication Plan will risk losing its effect.

Awareness raising and promotional activities should inform communities about air pollution requirements and policies and their benefits to their daily lives. Articles in local newspapers, on television, or on the radio can also be a significant factor in creating or reinforcing public understanding and support. Therefore, developing the communication messages in an effective way is a priority. In addition, there is a need to develop messages that are simple and straightforward in order to reach the general public.

Messages will...

- Be simple and use plain language; jargon will be avoided;
- Show and emphasize how the end recipient(s) and the Contracting Authority are working to protect the environment by responding to the challenges of air pollution management;
- Use visualisation, maps, images;
- Use simple explanation of how decisions are made in the planning stage;
- Highlight the changes that are foreseen and that will bring specific benefits e.g. legislative changes, investment in more environmentally friendly technologies, LCPs reduced emissions limits, and health benefits of these;
- Show clearly how the Turkish economy and employment rates may benefit from this Project;
- Remark the advances made in the protection of environment and environmental management.

In order to have a wide coverage, the **Communication Plan will aim to reach a maximum amount of people, which will target different target groups** and different types of messages. The contents of the messages will be identified according to the determined objectives and precise issues specified during the further implementation of the project.

The key messages and target groups that have already been identified during the Inception Phase of the project will form a basis for the content of the entire Communication Plan.

The messages that will be delivered in the scope of the project haven been designed taking into account the:

- Project Terms of Reference (ToR);
- Environmental Operational Programme;
- Publications of the relevant Stakeholders;
- 10th National Development Plan 2014-2018;
- National Plan for the Adoption of the Acquis Communautaire;
- Directive on Large Combustion Plants (2001/80/EC);
- Industrial Emission Directive (2010/75/EU);
- Turkey's 2013 EU Commission Progress Report;
- Communication and Visibility Manual for European Union External Actions, European Commission;
- The Consultant's past experiences, lessons learnt and knowledge of best practices.

Information dissemination within the scope of the Project will include the following:

Specific Messages:

The raw message to be later on converted into functional, communication and (finally) media messages during project implementation will be:

Temiz çevre, geleceğimizin garantisidir!
(A clear environment is your guarantee for a bright future!)

The message mentioned above is prepared as an example, the final messages will be determined according to the expectations of the beneficiaries and the Contracting Authority of the Project.

Target Groups:

- The Ministry of Environment and Urbanisation (MoEU)
- The Ministry of Energy and National Resources
 - Provincial Directorates of the MoEU
 - Ministry of Health
 - Ministry of Economy
- Ministry of Science, Industry and Technology
 - Ministry of Development
 - Society of Electricity producers
 - Electricity Generation Company
 - State Privatization Institute
- Others (incl. CSOs, Universities, Chambers, private sectors, etc.)
- (Inter)national, regional, local media, internet portals, general public
 - Local, regional, national and EU public authorities
 - The Contracting Authority

Methodology for the Message:

The Consultant will use a variety of communication tools and methods during the project to support communication and awareness rising among all target groups.

Message Timing

Throughout the project and at specifically chosen dates and periods as well as periods specifically indicated by the Main Beneficiary and the Contracting Authority.

Please note that the messages and methodology described above will be delivered to the correct target audiences within the content explained in the following sections. These messages will be delivered in accordance with the rule of parallelism and can also be updated according to the requests and expectations of the End Recipients and Contracting Authority.

7. Tools and Activities

In this section we mention:

- Development of Communication Tools and Activities in the Inception Phase;
- Development of Communication Tools and Activities in the Implementation Phase;
- Finalisation Phase – Dissemination Workshop 2.

An effective Communication Plan combines various tools and activities to communicate the intended message to the target audience(s). Successful communication identifies stakeholders, the information to be communicated, and how this information will be communicated. In the scope of this project utilization of a combination of tools and activities geared towards specific target groups will be a key for the success of the plan.

Communication activities in the scope of this project fall into two categories:

External Communication: With stakeholders at regional, national and EU level as well as general public and media.

Internal Communication: With project local stakeholders, Main and Co-Beneficiaries, the Contracting Authority and the Project Team.

External communication planning and activities should ensure that key stakeholder groups understand and accept:

- The objectives of the project;
- The long term and the short term benefits for their lives;
- The long term and the short term benefits for the environment, human health, habitats, etc.

Internal communication planning should provide for regular, efficient sharing of information and views. Good internal communication will promote information exchange and synergies between Main and Co-Beneficiaries and the Contracting Authority, ensuring an effective implementation structure of

project activities and information strengthening of the project team, enhancing morale and avoiding unnecessary duplication of effort.

The indicative communication strategy proposed by the Consultant is three dimensional...

On the one hand, a considerable part of our strategy will be dedicated to raising the awareness of the citizens living in the LCPs regions on benefits of the Project in the long run and in the short run.

On the other hand, the communication strategy will be dedicated towards increasing the knowledge of local stakeholders and Main and Co-Beneficiaries of environmental pollution management and therefore ensuring their ownership for the implementation of the project sustainably.

Not to mention, ***this Communications Plan will aim at ensuring the publicity of the Main and Co-Beneficiaries, the awareness on their role in the implementation of environmental requirements and the visibility of the EU.***

And finally, the Communication Plan aims to provide an effective communication strategy among the project parties, such as the Technical Assistance Team, Main beneficiaries, Contracting Authority and main stakeholders.

After review and approval by the Project Steering Committee of this Communication Plan, the most effective communication tools, such as, printed and promotional materials will be used to disseminate project information to target groups, stakeholders and the general public.

In the following sections, we offer an initial list of printed and promotional materials which will be designed and utilized under the scope of awareness raising activities. These tools have been developed by taking account of previous experiences of the Consultant.

Please note that the list of tools as well as their scope and content will be finalized in consultation with the Main Beneficiary and the Contracting Authority during the project implementation and its immediate aftermath.

In the sections below we introduce details related to the design, content, preparation period and dissemination platforms of each proposed communication tool. The tools that will be utilized throughout the Project will make sure that the involvement and contribution of the EU in this project is communicated effectively and appropriately.

Communication Tools and Activities in the Inception Phase

During the Inception Phase the Consultant will prepare and agree on the project Communication Plan. Inception Phase communication activities will be the planning stage for understanding the expectations of the Main Beneficiary and the Contracting Authority as well as developing an early planning of communication actions and tools.

Communication Tools and Activities in the Implementation Phase

After finalisation of the planning and finalisation of the Communication Plan in the Inception Phase, the Consultant will start to work on the Project's Communication tools.

7.1 Project website

The project website will be used as an electronic and interactive communication tool in order to effectively communicate with the target groups. The website will ensure that all information (legislation, handbooks, guidelines, BREFs, policy documents, strategies, FAQs, useful links, mission reports, training documents, presentations, etc.) related to large combustion plants in Turkey, are presented to the public and professionals in the sector.

The Consultant will determine the information which may be presented through the website with the consent of the MoEU. The project Database system (LCP Inventory) developed as part of Activity 1.2 of the ToR, will also be accessible via this website. The management of the site will be instructed to the persons in the Beneficiary organisation that will be responsible for its maintenance. To this end the Consultant will train at least 2 staff members of the IT department of the MoEU. This training will be held in the MoEU premises.

The Project website will inter alia include:

- News about the Project;
- Project Calendar of Events (meetings, training events, etc.);
- Forum for local public for sharing ideas about the Project;
- Announcements about the Project;
- Updates about the Project activities;
- Latest progress in the each field;
- Publicly shared activity reports, articles, training course materials etc.;
- Reference documents: Articles, news clips, documents, reports, statistics;
- Summary of information about each LCP location;
- Links to national and local Project stakeholders;
- Links to other related national and international bodies.

The website as a communication tool will serve as an easy, practical and rapid way to communicate and exchange information and experience between governmental and non-governmental organisations. The website will not only facilitate Communication between the Main and Co-Beneficiaries and other stakeholders but will also aim at increasing public awareness about environmental pollution in general and large combustions plants in particular.

Indicatively, the website will be designed in 1st project quarter and will become operational at the beginning of its 2nd quarter. Needless to say, the content will be determined in cooperation with the Main Beneficiary. The website will be updated regularly and maintenance will be provided continuously.

7.2 Project Logo

The project logo will be designed and developed, by the Non-Key Communication and Events Advisor who was mobilised immediately after the commencement of the Project. The logo will be designed in accordance with the requests and needs of the Main Beneficiary and the Contracting Authority. As Consultant, we strongly recommend the development of a Project identity as a logo which will enable all stakeholders and target groups to visualise the Project in a simple manner. In this respect, the Project logo will:

- Characterise the Project's mission and vision;
- Contribute to the success of the implementation of the operation through linking all the communication activities in a unique manner;
- Build up synergy between different communication tools and messages.

The Project logo and the concept in general will be designed immediately after the Inception Phase. The Contracting Authority and the Main Beneficiary will be consulted during the design and preparation works of the logo. The Consultant will work on different versions for the logo and request Main Beneficiary and the Contracting Authority feedback. Following the approval of the logo, it will be used in all administrative and written materials and communication tools throughout the implementation of the Project such as posters, booklets, leaflets as well as the project website.

7.3 Handbooks and Guidelines, flyers/ brochures

In scope of the Project, the developed brochures/flyers, handbooks and guidelines (also see Activity 3.1.3) will include information about the effective implementation of the LCPD/IED in the area of large combustions plants.

They will include specific information on the services provided by the Main Beneficiary such as improving the quality of the standard of living of Turkish residents, environmental pollution management, short term and long terms impacts of air pollution management and other. The flyers/ brochures are planned to also include a simple message, an eye-catching image, and a catchy slogan.

Development of publicity and visibility tools, as the first step: brochures/flyers, handbooks and guidelines will begin in the first phase of the Implementation Phase, in close cooperation with the Main Beneficiary and Contracting Authority.

A total of 1000 flyers/brochures of 2-6 pages will be prepared and disseminated. The flyers/brochures will be prepared in Turkish as the direct and immediate target groups will be Turkish nationals only. The design and production will be finalised by month 5 and will be disseminated until the end of project month 24.

Brochures are amongst the most effective communication tools. Brochures and flyers may contain sharp and valuable messages with high quality photographic illustrations, focusing on objectives, achievements, activities and outputs of the project. In this respect, using tools such as flyers and booklets to all relevant public groups will ease the flow of information between groups and increase the efficiency of the communication.

7.4 Promotional Items

Effective tools to create visibility are promotional items. They attract attention of various target groups and stakeholders, and help in the dissemination of project and communication messages. Such tools are widely used in EU projects and prove to be very effective in increasing the visibility of projects. Promotional items will be used particularly for the target groups. During the design and production of the promotional items, different expectations of the target groups and sub-groups will be considered. Types and scope of the promotional materials are planned to be a mouse pad, tea cup, pen or a USB memory stick. However, a final decision on the promotional items to be distributed will be made together with the Main Beneficiaries during the Inception Phase. These promotional materials will be produced by the 5th project month and will be distributed at several events to targeted stakeholders until the end of the project, including the final Dissemination Workshop (or Closing Conference).

A total of 300 to 600 promotional items will be prepared.

7.5 E-Newsletters

E-newsletters are a one of the practical and rapid ways to communicate with the project target groups. Newsletters are genuine tools for continuous communication with the target groups as well as media and with all the related stakeholders. E-newsletters are effective to encourage interest, involvement and ownership of all stakeholders.

In the scope of this project E-newsletter will be used in order to reach a high number of target groups and stakeholders, and share recent Project information and experience. Each newsletter will have a thematic subject and will mention recent progress of the Project. An E-newsletter will be published throughout the project with a six monthly frequency and will be disseminated in electronic form.

7.6 Articles

Articles are suitable tools to provide detailed information to target groups and all relevant parties in printing media. The primary aim of articles will be to promote the efforts made by Main Beneficiary, the TAT and the Contracting Authority regarding the implementation of the Project.

Furthermore, articles will mention the positive effects of the project on the long run, results for the citizens, economy, private sector, habitat and human health. Articles will be published on a need basis. Until the finalisation of the Project, articles are proposed to be published and distributed through the project website.

Finalisation Phase – Dissemination Workshop 2

One month before the finalisation of the Project, in order to create more publicity, share the results achieved throughout the project with the relevant stakeholders and discuss the best practices and lessons learnt during the project Dissemination Workshop 2. This event will be realised with the Main Beneficiary and the Target Groups. It will serve to mark the end of the project and it will also serve as

a platform where all participants' opinion and feedback on the Project implementation can be obtained.

Project Closing Event will aim to:

- Create attention for the finalisation of the project;
- Create more publicity;
- Reflect the expected effect of the Project on the identified LCPs;
- Examine lessons learned during the project in order to feed into possible future projects.

The event is planned to be a one-day event with a preliminary agenda provided as provided in the text box.

**Please note that the agenda mentioned above is prepared as an indicative agenda, in order to explain the general structure for the Dissemination Workshop 2. The final agenda will be agreed in consultation with the Main Beneficiary”.*

The Dissemination Workshop 2 will be held in Ankara in Month 24 with an estimated 100 participants from the Contracting Authority, Main and Co-Beneficiaries, and all target groups' representatives. The exact location and the date of the event will be discussed and agreed with the Main Beneficiary during the last quarter of the project.

8. Submission of the Communication Plan

The Communication Plan will be submitted as an Annex to the Inception Report.

9. Performance Indicators

In order to monitor the effectiveness of the Communication Plan, the assessment of the performance indicators is crucial. Therefore, the following indicators will be used in order to track the achievements for the produced/disseminated communication tools and organised communication activities.

10. Communication Tools

No	Communication Tool	Number of Copies	Target Groups	Timing	Characteristics
1	Project Logo	NA	Main Beneficiary, Contracting Authority, other stakeholders, general public and media	By the end of Month 3	Will be available both in Turkish and English for the entire duration of the Project in order to sustain project visibility. Good quality of resolution (preferably JPG)
2	Development and maintenance of Project Website (Activity 1.3.4)	Up and running for 24 months and after	Main Beneficiary, Contracting Authority, other stakeholders, general public and media	Will become operational by the end Month 3	On-going updates on project progress and access to project outputs for all target groups. Will present information (legislation, handbooks, guidelines, FAQ, BREFs, useful links, mission reports, training documents, presentations, etc.) related to large combustion plants in Turkey. Site in English and Turkish
3	Flyers/ brochures	1000	Main Beneficiary, Contracting Authority, other stakeholders	Month 5	2-6 pages Brochure A5 size, full colour /or Flyer A5 size, full colour Turkish
4	Handbooks and Guidelines (Activity 3.1.3)	100	Main Beneficiary, Contracting Authority, other stakeholders	Month 24	English and Turkish Black and white
5	Promotional Items	300-600	Main Beneficiary, Contracting Authority, other stakeholders	Month 5	Innovative and functional items for daily use

6	E-newsletters	4	Main Beneficiary, Contracting Authority, other stakeholders	Every 6 months	Turkish and English, web-based, with high quality photos
7	Articles	To be identified	Main Beneficiary, Contracting Authority, other stakeholders	On need to need basis	English and Turkish, up to 3 pages informative article
