



**Support to standardisation activities in Turkey**  
**(1) Lot title: Aligning of legislation and training facilities**



**Europe Aid 117471/C/SV/TR**

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Project title:	Support to standardisation activities in Turkey (1) Lot title: Aligning of legislation and training facilities	
Project Number:	EuropeAid/117471/C/SV/TR	
Country :	Turkey	
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## List of Acronyms

AENOR	<i>Asociación Española de Normalización y Certificación</i> , the Spanish Association of Standardisation and Certification
AFNOR	<i>Association Française de Normalisation</i> , the French Association of Standardisation and Certification
CAB	Conformity Assessment Body
CEN	<i>Comité Européen de Normalisation</i> , the European Standardisation Committee
CENELEC	The European Committee for Electrotechnical Standardization
DIN	Deutsches Institut für Normung, The German Standardisation Institut
EC	European Commission
ETSI	European Telecommunication Standards Institute
EU	European Union
EU experts	European experts
GAs	General Assemblies
IEC	International Electrotechnical Committee
ISO	International Standards Organisation
KE	Key expert
LE	Local experts
NA	New Approach
ON	Österreichisches Normungsinstitut, Austrian Standards Institute
PCA	Partnership and Cooperation Agreement
TBT	Technical Barriers to Trade
TC	Technical Committee
ToRs	Terms of References
TR	Technical Regulation
TSE	<i>Türk Standardları Enstitüsü</i> , Turkish Standards Institution
WTO	World Trade Organisation

## 1. PROJECT SYNOPSIS

Project Title	:	Support to standardisation activities in Turkey (1) Lot title: Aligning of legislation and training facilities
Project Number:		EuropeAid/117471C/SV/TR
Country	:	Turkey

### 1.1 Project objectives

Wider objective:

The overall objective of the project is to contribute at facilitating the process of technical harmonisation in Turkey with the acquis communitarian and its implementation in the area of free movement of goods, and specifically helping the Turkish Standards Institute (TSE) in aligning its structure, rules of operation and practices with those of the European Standards Institutes.

Specific objectives:

Technical assistance to the TSE, which aims:

To contribute to the progressive alignment of national legislation and internal regulations of the TSE with the EU procedures as stipulated in CEN, CENELEC Internal Rules.

To help in re-structuring the TSE in order:

To implement the European rules,

To have a standardisation system compatible with CEN/CENELEC requirements.

To set up mirror committees to CEN/CENELEC Technical Committees, where new operating rules in conformity with those followed at European level (openness, transparency, and consensus) would be applied.

To contribute to the creation of a draft business plan that must define the TSE priorities and shows how the TSE satisfies essential requirements for openness, transparency, consensus and technical consistency.

To advise on preparation to the application for full CEN/CENELEC membership, including pre-audit.

To help the implementation of the notification procedures in the field of standards (98/34/EC Directive [formerly 83/189/EEC]).

### Training of the TSE' staff in order to allow the following:

To enable the TSE staff to become familiar and conversant with internal regulations and procedures of European organisations: CEN and CENELEC.

To create a small portfolio of trainers within TSE regarding internal regulations and procedures of European organisations.

To equip some selected staff of the TSE with necessary skills which would enable them to hold the secretariat of Technical Committees.

### **1.2 PLANNED OUTPUTS:**

Technical assistance to the TSE:

The national procedures are in line with the European procedures.

The Turkish standardisation system is compatible with those of EU similar organisations.

Two or three mirror committees with new functioning rules are operational.

A strategic document (Business Plan), easily understood, which will be used for promoting standardisation activities not only by TSE but also by the interested parties, is available.

The TSE is running in accordance with European practices and has been accepted as full member of CEN and CENELEC.

A fully operational structure regarding the implementation of the 98/34/EC Directive is in place.

Training of the TSE' staff:

All members of the TSE' staff are trained in European procedures.

A small team of TSE' staff and some selected external consultants, is able to work independently and train their colleagues.

Two or three new ISO TCs or ISO SCs secretariats and one or two CEN TCs secretariats are held by the TSE.

### **1.3 PROJECT ACTIVITIES:**

Project Management and coordination

Will ensure the efficient execution of the project

Will prepare all databases in relation with the project

Inception Phase

Mobilisation and assessment of the situation

Liaison with the EC Delegation in Ankara and TSE

Communication with stakeholders

Benchmarking study tour

Drafting a working plan

Establishment of the project office in TSE and recruitment of local assistant, who also will be translator/interpreter

Recruitment of a panel of short-term experts

Preparation of Publicity and Visibility plan

Presentation and submission of the Inception report

Component 1: Standardisation legislation  
Review of TSE legal basis  
Advice on TSE secondary legislation  
Review of Turkish standards for standardisation  
Consultancy with the ministry

Component 2: Working procedures including QMS  
QMS  
Upgrading TSE personnel capacity  
Management of documentation

Component 3: Structure of TSE including Committee structure  
Structure of TSE  
Standardisation Management and information software  
European and international activities at national level  
TCs' training programme  
Strategic sector workshop

Component 4: TSE business plan  
Preparation, submission and promotion of business plan

Component 5: CEN/CENELEC membership  
Review of TSE's present situation in the context of full CEN/CENELEC membership; 3 seminars

Component 6: Implementation of the 98/34/EC directive  
Review of TSE national enquiry point  
Support on elaboration of the database for the notification procedure

Component 7: Generic training, 1 seminar  
Training of trainers, 2 seminars

**PROJECT STARTING DATE :** 28 January 2005 –28 July 2007

**PROJECT DURATION :** 30 months

## **2. ANALYSIS OF THE PROJECT**

### 2.1 Relevant project context

The current project is one of the 7 EU sub-projects within the global programme “Support to the Quality Infrastructure in Turkey”.

An active cooperation between its Direction and the Key expert of the named sub-project was established since its start. The global programme “Support to the Quality infrastructure in Turkey” is designed to support Turkey's private and public sectors in the process of technical harmonisation and align its quality infrastructure with that of the EU in the areas of direct relevance to the Customs Union and the Accession Partnership, more specifically in the parts

concerned with technical barriers to trade. The global programme is managed by the Expertise Centre established in Ankara. The continuous presence of the Quality Programme and its role in general planning, permanent monitoring and ad-hoc advising is a guarantee of coherence, as it should allow a full utilisation of the experience gained during the last two years, avoid duplication and offer a possibility to establish an easy and positive contact with TSE's stakeholders.

Country Reports (CR) 2002-2003, 2004-2005 was prepared by the EU experts involved in the EU Programme "Support to the Quality Infrastructure in Turkey" in the field of Standardisation, Testing, Certification, Inspection and Accreditation.

According to the CR 2004 on the quality infrastructure in Turkey TSE marked dramatic development in line with the previous recommendations given in the Country Report 2003. One of the direct consequences of that report is the creation in TSE of 117 Mirror Committees currently. This process will continue in the following 2-3 years in order to merge the existing current Technical Committees with the Mirror Committees according to the European and international standardisation rules.

The EN, ETSI, ISO and IEC standards are harmonised as TSE standards. Today 75 % of the TSE standards are harmonised.

## 2.2 Risks and assumptions

**The assumptions** affecting the execution of the project are as follows:

The TSE legal status is partially in line with EU requirements  
*However it will be necessary to request high level support from the Turkish government to allow the collaboration of the referred project EU experts in the modification of the law on standardisation, which is currently preparing ;*  
Necessary Turkish legislation is passed without undue delay;  
The Turkish legal framework continues to be in place and implemented;  
There is full interest among Turkish public and private sectors;  
There is full cooperation of professional /business associations.

**The risks** affecting the execution of the project have been partly identified and summarised as follows:

If the political climate in Turkey change to the disadvantage of the EU accession process, it may influence indirectly the TSE accession as full CEN/CENELEC member, consequently of the slow down the harmonization of technical legislation (which is one of the necessary pre-conditions of full CEN/CENELEC membership);

Modification on the current law on standardisation at the time being by the Ministry of industry without effective collaboration with the technical assistance, provided by the **project may jeopardize its general outputs** (By formal way, the EU Commission have asked a copy of it in order to prepare the future activities forecasted within the project on the state and TSE legislation).

*Failure to receive the final version and not having been granted enough time for in-depth review of the law by the EU experts may jeopardize the project – indeed one of the major*

*project activities is to help TSE to restructure assess and consult the current legislation according to the EU ones.*

The infrastructure for the implementation of the EU's (*New Approach*) directives (market surveillance structure, including laboratories, equipment, etc.) is not in place by the end of the project. As the Market surveillance is not a part of that project there is not possibility to influence the progress in that area. However this issue may influence the final outcome of our project.

The counterpart TSE high and mid-level Managers move to other organisations before the end of the project/or soon after project's end – indeed to lost the knowledge acquires' (according to the Standardisation structure harmonised with the European one) in TSE may have a negative impact on the project sustainability.

TSE might by not elected as full member of CEN/CENELES organisation, independently of the preparation and the furnished support by the EU experts, involved in that project.

Without a statute of full member of CEN/CENELEC TSE could not obtain secretariat of CEN TCs.

If there is not vacant secretariat positions in ISO TCs, TSE can not apply.

### 2.3 Situation of the local operator – Beneficiary

TSE is fully conscious of the necessity of the harmonisation/approximation of their own procedures with the European procedures. TSE is preparing to become a full member of CEN/CENELEC.

- TSE is the Turkish Institute of Standardisation which employs all together in its different centres in Ankara, Istanbul, Izmir, and Bursa ... 1436 persons
  - Development of standards, including translation of ISO and EN for harmonisation;
  - Voluntary certification of products, services, of quality management system (QMS) (TSE/ISO 9001), quality management systems of environment, (TSE/ISO 14 000)...;
  - Testing laboratories in a wide range of activities

are the principal activities today. TSE has an independent budget, without state participation.

- Harmonisation of standards: 33 TSE Technical Committees, called Standardisation Preparation Groups (SPG), each one composed by around 3-6 technical experts from Universities, industrials, testing laboratories, ... are performing technical and translation proof reading of EN and ISO standards into Turkish until today. **145 technical experts still receive fees for that.**

*Remark: from the Country Report (CR) 2004-2005: "For the time being, roles and tasks of the groups have not been modified yet. Therefore TSE has reviewed the network of SPG experts in order to check their technical level. Their number has been strongly reduced (from 209 to 140)*

*Conclusion: According to the EU and ISO standardisation principle, all involvement in the standards' elaboration is definitely based on voluntary participation of all technical experts (no fees). **This current situation is still a major non conformity in TSE.***

- Mirror Committees: According to the CR 2003- 2004 it was recommended that Technical Mirror committees should be created and will merge with the current TCs within the 2-3 following years.

In December 2004, 125 Mirror Committees were created. Their structure and composition are performing in the time being.

*Remark: It is important to describe the role of a secretary of Mirror Committee. A secretary of the Mirror Committee should have a corresponding high level background. It is definitely necessary for the fruitful function of the Committee.*

- Ratification of TSE Standards: The harmonized standards are ratified by decision of the Technical Board (TB) which is composed by representatives of all stakeholders: ministries, universities, industrials, consumer associations... According to the list of already available translated and consulted standards, the TSE Technical Board (TB) can organise weekly meetings/ or monthly ones. The TB chairmen propose standards, and the ratification is made by consensus by the participants.

- Certification QMS system is running for the certification activities in TSE, Ankara as well as in the other centres inside in Turkey. The TSE certification centre is accredited for several scopes in the field of products, services and QMS by TÜRKAK, the Turkish accreditation body and RvA, the Netherlands accreditation body to provide certificates inside Turkey and Azerbaijan.

- Standardisation QMS: Efforts should be provided for updating the Standardisation QMS. ***This is definitely necessary to apply for CEN/CENELEC full member within the time frame of the project.***

- In 2002 Turkey adopted the 98/34 Directive, which lays down the provisions for the notification of national technical regulations and standards.

*Remark: Taken in account the creation of the Mirror Committees procedures for implementation of the Directive 98/34 in TSE will be prepared within the project time together with EU STEs.*

- No more mandatory standard are prepared in TSE. In case of existing mandatory standards each EU harmonized ratified standard replaces the mandatory one.

*Remark: from CR 2004-2005 "TSE informs the relevant ministry that the standard under mandatory implementation is revised and replaced by the new European one. Additionally, at the TSE Web site, superseded Turkish Standards under mandatory implementation are shown as "withdrawn" standard with an Important Notice saying "The standard is withdrawn even if it is in mandatory implementation. The issues on mandatory implementation are under the responsibility of the related ministry."*

- A global budget for the TSE activities exists; however a clearly separate budget for each activity is not available for the time being.
- There is no existing Business plan for Standardisation activities

- TSE organisation:

**The General Assembly (GA)** is the highest decision-making authority of the Turkish Standards Institution. It is composed as follows:

- √ two representatives each one commissioned with a superior capacity by the Prime Ministry, Ministry of Agriculture, Forest and Village work, Ministry of Industry and Trade and Undersecretariat of Foreign Trade, State Planning Organisation, State Materials Office, Turkish Scientific and Technical Research Agency
- √ one representative each one commissioned with a superior capacity by the general staff, Ministry of National Defence, Ministry of Finance and Customs, Ministry of Public Works and Settlement, Ministry of Health and Social Aid, ....
- √ 8 representatives nominated by the Inter-University Board out of the universities
- √ 12 representatives commissioned by the Turkish Trade Chambers, Industrial Chambers, Marine Trade Chambers and Union of Trade Stock Exchange.

The GA is governed by the Chairing Council.

The GA is hold one per year convoked by the Board of Directors of the Institution.

**The Technical Council** is the organ of the Turkish Standards Institution which has the authority to adopt the standards. It is composed as follows:

- √ Chairman and Members of Board of Directors
- √ Chairmen of Council of Experts,
- √ Only one Representative each one in the GA, of the Ministries of Public Works and Settlement, Agriculture, Forest and Village Works, Industry and Trade...
- √ Three representatives nominated by the GA among representatives of the Universities in the GA
- √ Three representatives nominated by GA out of the representatives of Turkish Trade Chambers, Marine Trade Chambers and Union of Trade Stock Exchanges.

**The Board of Directors** is the executive organ of TSE

It is composed as follows:

- √ One Chairman. The President of the TSE also has the capacity of chairman of the Board of Directors. The TSE is represented by the President of TSE and he is chief executive officer of the Institution (TSE).

- √ Four members

The Chairman, members and three reserve members are elected by the GA out of its own members, by secret vote for three years.

*Remark: In a EU models of standardisation bodies the President only sets priorities at policy level and does not get involved in actual management; this allows executive decisions and management to be insured exclusively by the Secretary General and its staff. In TSE, the President assumes executive decisions (see here above) and an important role in the management with a risk of interfering in the necessary responsibility of the Secretary General, who is responsible for operations and reports to the Board of Directors. This important difference with the EU rules should be reconsidered as it represents a weakness of the current organisation, due to the confusion of tasks between policy and operational levels.*

### **3. PROJECT PLANNING**

#### **3.1 COMPONENT 1: STANDARDISATION LEGISLATION**

##### 3.1.1 Results to be achieved

- Modification of the Standardisation regulation and related documents
- Report on the new statute of TSE

##### 3.1.2 Planned activities

###### Action 1 Review of TSE legal basis

Assistance will be given to reviewing the legal basis for TSE, especially on the modification of the existing Law on "Statute for the establishment of the Turkish standards institution, Statute No: 132" which is revised at that time. All other legislative documents in relation with TSE standardisation activities should be assessed.

A modification on the current law on standardisation is done at the time being by the Ministry of industry – it is important for our project to be involved in its elaboration – this point is very important for the total outputs – to support TSE to harmonise the national and TSE legislation according to the EU ones.

###### Action 2 Advice on TSE legislation

Support will be provided for the drafting and adoption of TSE legislation (Technical Committee Code, Public Enquiry procedures, etc.) which are necessary for full compliance with the standardisation part of the *acquis communautaire*. Special assistance will be given to strengthening the role of TSE as non-profit making standards body.

###### Action 3 Review of Turkish standards for standardisation

The existing Turkish standards will be assessed for their practicability and recommendations will be made for their modification according to the international Guides and European Internal Regulations.

###### Action 4 Consultancy with the Ministries

Training information for representatives of several Ministries: of Industry, Foreign trade, ... will be provided on rules on the implementation of NA Directives and the usage of the corresponding standards; legal aspects of standards and voluntary application in order to harmonise the Turkish standards framework with European and international practices.

#### **3.2 COMPONENT 2: WORKING PROCEDURES INCLUDING QMS**

##### 3.2.1 Results to be achieved

- Issue of quality system documentation and procedures relating to standardisation activities

- TSE internal regulations developed
- The national procedures are in line with the European procedures

### 3.2.2 Planned activities (see table 1)

#### Action 1 Assessment of QMS for standardisation

Assistance will be provided to TSE for the establishment (review) of a quality management system that will improve the department practices and procedures according to CEN/CENELEC criteria. The real situation of a European process management system (i.e ISO 9001:2000 quality management system) in the field of standardisation activities at national and European level will be reviewed and analysed as part of the development process.

#### Action 2 Upgrading TSE personnel capacity in the field of standardisation

TSE personnel's capacity to efficiently manage and transmit to the involved parts (internal and external) the information coming from the governing bodies of the standardisation organizations of which TSE is a member will be upgraded through the development of a train-the-trainers programme which will focus on the implementation of the CEN/CENELEC Internal Regulations.

#### Action 3 Management of documentation in the field of standardisation

TSE personnel will be supported in the management of documentation from the governing bodies in CEN/CENELEC and ISO/IEC (CEN BT, ISO General Assembly, ISO Council, etc.). Assistance will be provided for the development of the procedures according to CEN/CENELEC rules and the implementation of the necessary procedures.

### **3.3 COMPONENT 3: STRUCTURE OF TSE INCLUDING TECHNICAL COMMITTEES**

#### 3.3.1 Results to be achieved

- Two or three mirror committee with newly functioning rules are operational
- Two or three new ISO and one or two CEN TC secretariats are held by TSE

#### 3.3.2 Planned activities (see table 1)

#### Action 1 Structure of TSE including Technical Committees (TC)

The structure of TSE will be analysed. A detailed assessment will be undertaken and recommendations made for the future structure of TSE, including rules for its committees.

#### Action 2 Standardisation management and information software

Technical assistance will be provided in order to develop the implementation of the standardisation management/information software that will allow TSE to respond efficiently to the high volume of data and document communication within the CEN/CENELEC system.

### Action 3 European and International activities at national level

Training will be provided on how to follow-up European and international activities at a national level. This will cover the regulations governing standardisation Technical Committees, Livelink and the CEN/CENELEC Internal Regulations.

### Action 4 TCs training programme

A training programme, especially for potential TC secretaries, dealing with Technical Committees' procedures at national, European and international level, will be developed and implemented. It will cover particularly:

- Organization and handling of CEN/TC meetings;
- Addition of work items and preparation of Business Plans;
- Project management;
- Management of a CEN/TC Work Programme;
- Role of and contact with Chairpersons;
- Role of and contact with Convenors;
- Roles of and contact with CEN Management Centre (CMC);
- Use of standards drafting templates;
- The New Approach and its specificity in standards like "Annex Z";
- Role of consultants and process of assessments;
- Mandates and order vouchers procedures;
- Procedures of Vienna Agreement;
- Involvement of NGO's, European federations;
- Content of CMC database (MIDAS) and circulation of data between CEN/TC Secretariats and CMC;
- Translation procedures, etc.

### Action 5 Strategic sector workshop

A workshop will be held to analyse Turkey's strategic sectors for standardisation and to establish how to promote their participation in the national, European and international standardisation activities. Selected economic operators will also be invited in order to improve the openness of the standardisation process in Turkey and to promote their participation through the exchange of information. This activity will include the identification of sectors where ISO TC secretariats can be claimed, advice on a related PR campaign among ISO members and the development of an action plan for preparing TSE to claim CEN and CENELEC TC secretariats.

## **3.4 COMPONENT 4: TSE BUSINESS PLAN**

### 3.4.1 Results to be achieved

- Publication of a strategic document (Business plan)

### 3.4.2 Planned activities

Action: Preparation, submission and promotion of business plan for standardisation

The EU experts will investigate and report on the existing situation, strength and weaknesses of TSE and its management before advising on a “roadmap” for the preparation by TSE of a business plan which will include details of TSE’s standardisation development strategy and the involvement of stakeholders, make known the added value of TSE’s services and define concrete tools necessary to achieve the agreed strategic goals.

The following vertical issues will be addressed:

Strengthening TSE’s standardisation management:

Analysis of existing situation in TSE and its current objectives;  
Preparation of TSE as a full member of CEN and CENELEC;  
TSE holding ISO TC and SC secretariats;  
Notification procedure for standards (WTO/TBT and 98/34/EC directive);  
Management of standardisation work,  
Operating rules and procedures;  
TSE holding ISO TC and SC secretariats;  
TSE holding CEN TC secretariats.

Increasing participation of stakeholders;  
Increasing participation of stakeholders in standardisation activities;  
Awareness campaigns with representatives.

Effective self-financing of TSE:  
Promotion plan.

Modern electronic tools for the management of standardisation:  
Improvement in methodology for standardisation process;  
Establishment and management of electronic Technical Committees;  
Creation of a management information system;  
Management of standards conversion process.

Marketing and promotion:  
Marketing, promotional and sales activities;  
Development of a training service;  
Improvement of standards dissemination system.

The following horizontal issues will be addressed:

Management;  
Services;  
Efficiency;  
International influence;  
Market;  
Promotion.

A first draft of the Business Plan will be presented to TSE’s Technical Board, listing weaknesses, strengths and strategic goals for improvement and should be considered as the achievement of the first stage of completing a strategic plan for the middle and long term.

Following agreement, TSE should circulate the final draft Business Plan for enquiry/comment to TSE’s stakeholders and representatives of economic operators throughout Turkey.

After taking into account all comments, the finalised version of the Business Plan should be presented to TSE's General Assembly for endorsement. It should define for TSE a set of concrete actions and the tools required to implement TSE's strategic goals and include a time schedule for its implementation.

Finally the Business Plan should be published and circulated to all TSE's stakeholders. A public relations campaign should also be designed to promote the Business Plan.

### **3.5 COMPONENT 5: CEN/CENELEC MEMBERSHIP**

#### **3.5.1 Results to be achieved**

- The national procedures are in line with the European procedures
- The Turkish Standardisation system is compatible with those of similar EU organisations
- Audit manual (application file) submitted for CEN/CENELEC full membership
- TSE is operating in accordance with European practices and has been accepted as full member of CEN and CENELEC

#### **3.5.2 Planned activities (see table 1)**

Action 1 Review of TSE's present situation in the context of full CEN/CENELEC MEMBERSHIP, 1<sup>st</sup> seminar

##### **Course Item**

- Discussion on the 9 conditions (condition by condition); what exactly is expected from the candidates.
- Analysis of the stage of fulfilling of the CEN/CENELEC requirements by TSE (condition by condition).
- Analysis of the gaps and deficits.
- Planning of corrective actions; establishing a work plan for improvement, detailing staff responsible for the tasks and the timeframe for completion of the tasks.

##### **Objective**

- Precise understanding of the requirements of the conditions and their background.
- Assessment of the present situation of the TSE.
- Identification of the areas in which improvement is needed.
- Establishment of a work schedule, taking into consideration other project activities.

Action 2 Review of TSE's present situation in the context of full CEN/CENELEC MEMBERSHIP, 2<sup>nd</sup> seminar

The second seminar item will be identified and prepared further to the first one. In that time the exact needs according to the project advancement will be identified.

Action 3 Review of TSE's present situation in the context of full CEN/CENELEC MEMBERSHIP, 3<sup>rd</sup> seminar

The third seminar item will be identified and prepared further to the first and second one. In that time the exact needs according to the project advancement will be identified.

### **3.6 COMPONENT 6: IMPLEMENTATION OF THE 98/34/EC DIRECTIVE**

#### 3.6.1 Results to be achieved

- A fully operational structure regarding the implementation of the standards part of the 98/34/EC directive is in place
- Notification procedure in place
- Report on the structure developed for implementation
- Number of database in operation

#### 3.6.2 Planned activities (see table 1)

##### Action 1 Review of the TSE national enquiry point

This review will address the responsibility and assignment of working procedures between TSE and the Turkish authorities for the Preparation, Adoption and Application of Standards. The aim will be to establish the information procedures in accordance with the requirements of the 98/34/EC Directive.

##### Action 2 Support on elaboration of the database for the notification procedure

Assistance will be given to TSE staff on the design of a specific database for the notification procedure through a workshop dealing with the indexing and abstracting of standards and technical documents.

Advice will also be given to enable TSE to set the technical stage for participation on CEN's monthly notification register.

### **3.7 COMPONENT 7: GENERIC TRAINING /TRAINING OF TRAINERS**

#### 3.7.1 Results to be achieved

- All members of TSE's technical staff are trained in European procedures
- A small team of TSE staff and some selected external consultants are able to work independently and train their colleagues

#### 3.7.2 Planned activities

Train TSE staff in the use of European internal procedures and the relationship with international work. Regarding the training of trainers:

*Assist in establishing the content of training materials on legal aspects of standards and their voluntary application, European process management and possible links with international work;*

*Carry out training programmes for local consultants.*

### Action 1 First training - Generic training/training of trainers

The first general training of trainers will propose to the TSE staff the manner of using the European and international procedures in the field of standardisation. It will define a general training programme and schedule for the further two seminars. The seminar programme for the two following seminars will be discussed with the participants during the warm-up session in order to adapt the future programmes to the specific TSE's and individual needs.

### Action 2 Second Training of trainers

The seminar will be performed in an interactive way in order to give an opportunity to raise questions and discuss the subject as well as exercise the knowledge gained in practical situations (preparation of a presentation, presentation of the material, etc.).

### Action 3 Third Training of trainers

Some selected trained trainees will perform 'training of trainers' programme. They will be assessed by an interactive way by the EU STEs as well, as by the Beneficiary participants.

## **3.8 INCEPTION PHASE AND PROJECT MANAGEMENT**

### 3.8.1 Results to be achieved

#### 3.8.1.1. Inception phase

- to put in place all technical and practical arrangements for implementing the project
- to establish all contacts and structures necessary to run the project effectively
- to conduct and finalise a detailed action plan for the seven proposed work components of the project

#### 3.8.1.2. Project Management

Monitoring of the project

### 3.8.2 Planned activities

#### 3.8.2.1 Inception phase – Performed activities

##### Action 1: Mobilisation and assessment of the situation

During the Inception phase the Key expert have taken contacts with:  
the Project Manager of the global programme " Support to the quality Infrastructure in Turkey"  
- participation in the periodic meeting of the global programme "Support to the Quality Infrastructure in Turkey"

##### Action 2: Liaison with the EC Delegation in Ankara and TSE EC Delegation in Ankara: meetings with the Project Manager

TSE; contacts taken early in the Inception phase in Ankara

##### Action 3: Communication with the stakeholders

- visits and contacts with different departments and centres in TSE in Ankara and inside in Turkey: standardisation, certification, testing laboratories, General Direction, International relations direction,
- meetings with secretaries and chairmen of several TSE TC/ SPGs (from universities, industrials,...)
- meetings with chairmen of new Mirror Committees
- participation in internal TB meetings in TSE
- establishment of 7 TSE WGs ( 2-5 participant per group) corresponding to the 7 project Cs. For each WG a key contact was designated (see Annex 1)
- chairmen of the new Mirror Committees

#### Action 4: Benchmarking Study tour

A Study tour in the 4 Partner Standardisation bodies: AENOR, AFNOR, DIN and ON was performed for 3 High level managers : Assistant to the TSE General Secretary, in charge of the technical performance, the TSE Head of Standardisation activities, The TSE Director of International relations. They were accompanied by the Key expert. It was helpful to define the detailed work plan, and it shown to TSE how four different full members of CEN/CENELEC fulfil their obligations at European level.

#### Action 5: Drafting a Work plan

See table 1 Overall plan of operations/ and Annex 1

#### Action 6: Establishment of the Project office in TSE and recruitment of local translator/interpreter

- An office was attributed to the permanent project team composed by a full time local assistant and partially time Key expert. A second office is at the disposal of the EU STEs.
- A full time local assistant, translator and interpreter was recruited. Initially in the ToRs and in the Technical proposal it was planned only a full time translator and interpreter. Taken in account that the Key expert is not full time in Turkey in addition to the translation and interpretation were identified complementary needs for managing the indispensable logistical tasks during full project time.

#### Action 7: Recruitment of a panel of short-term experts

- A full list of EU STE was prepared and submitted for approval to the EU Delegation.
- Local expert: Further to the assessment of the current situation in TSE, it was identified the need of a local expert especially in the legislation area. One CV was proposed for approval to the EU delegation.

#### Action 8: Preparation of a Publicity and Visibility Plan

An active web site page for the project was prepared and broadcasted on the website of the global programme “Support to the Quality Infrastructure in Turkey”.

#### Action 9: Preparation and submission of the Inception report

A draft of the Inception report was prepared at time, end of April and submitted to the EU Delegation for comments.

### 3.8.2.2. Project Management

Preparation and following of Technical and financial management  
Permanent contact and Coordination with EC Delegation and TSE  
Preparation & production of project "success story" publication  
Elaboration and Submission of Interim/Progress Reports  
Draft and submission of Final Report

**Table 1. OVERAL PLAN OF OPERATIONS**

<b>Project title:</b> Support to standardisation activities in Turkey (1) Lot title: Aligning of legislation and training activities	<b>Project number:</b> EuropeAid 117471/C/SV/TR	<b>Country:</b> Turkey
<b>Planning period:</b> February 2005-July 2007	<b>Prepared on:</b> 30 April 2005	<b>EC Consultant:</b> AFAQ AFNOR Int/AENOR/DIN/ON
<b>Project objectives:</b> Technical assistance to TSE and Training TSE staff in order to contribute to the progressive alignment on national legislation and TSE's internal regulations with EU procedures; to set up mirror committees (CEN/CENELEC-TCs); to contribute to the creation of a draft business plan; to advise on TSE's preparation for its application for full CEN/CENELEC membership. To help TSE with the implementation of the notification procedures in the field of standards (98/34/EC Directive and WTO TBT Agreement)		

Main activities	TIME FRAME										INPUTS		OTHER
	2005				2006				2007		Personnel		
	1	2	3	4	1	2	3	4	1	2	EC Consultant w d	Counterpart w d*	
Inception phase and project management													
	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	EU KE: 199	50	
Component 1 Standardisation legislation													
Action 1: Review of TSE Legal basis			XXXX	XXXX	XXXX	XXXX	XXXX	XXXX			EU KE EU NKEs: 13 Local Es: 10	14	
Action 2: Advice on TSE secondary legislation				XXXX	XXXX	XXXX	XXXX	XXXX			EU KE EU NKEs: 5 Local Es: 10	10	
Action 3: Review of Turkish standards for standardisation					XXXX	XXXX					EU KE EU NKEs: 6 Local Es: 5	10	
Action 4: Consultancy with the Ministries					XXXX	XXXX					EU KE EU NKEs: 7 Local Es: 10	25	
Component 2 Working procedures, including QMS													
Action 1 Quality Management System		XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX			EU KE:3 EU NKEs: 10	10	
Action 2 Upgrading TSE			XXXX	XXXX	XXXX	XXXX	XXXX	XXXX			EU KE: 2	10	

personnel capacity												EU NKEs: 8		
Action 3 Management of documentation			XXXX	XXXX	XXXX	XXXX	XXXX	XXXX				EU KE : 1 EU NKEs : 16	20	
<b>Component 3: Structure of TSE including Committee structure</b>														
Action 1 Structure of TSE			XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX			EU NKEs: 5	4	
Action 2 Standardisation Management				XXXX	XXXX	XXXX	XXXX	XXXX	XXXX			EU NKEs: 10	10	
Action 3 EU and International activities at national level				XXXX	XXXX	XXXX	XXXX	XXXX				EU NKEs : 10	8	
Action 4 TCs training programme					XXXX	XXXX	XXXX	XXXX				EU NKEs: 6	25	
Action 5 Strategic sector workshop						XXXX	XXXX	XXXX				EU NKEs: 6	25	
<b>Component 4 TSE Business plan</b>														
Action Preparation, submission and promotion of business plan		XX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX			EU KE: 8 EU NKEs: 30	20	
<b>Component 5 CEN/CENELEC Membership</b>														
Action 1 Review of TSE's present situation 1 <sup>st</sup> seminar					XXXX	XXXX	XXXX					EU NKEs; 6	25	
Action 2 Review of TSE's present situation 2 <sup>nd</sup> Seminar						XXXX	XXXX	XXXX				EU NKEs: 6	25	
Action 3 Review of TSE's present situation 3 <sup>rd</sup> Seminar							XXXX	XXXX	XX			EU NKEs: 6	25	
<b>Component 6 Implementation of the 98/34/EC Directive</b>														
Action 1 Review of the TSE national inquiry point			XXXX	XXXX	XXXX	XXXX	XXXX	XXXX				EU KE: 4 EU NKEs:6	10	

Action 2 Support on elaboration of the data base for the notification procedure					XXXX	XXXX	XXXX	XXXX			EU KE:3 EU NKEs:12	4	
<b>Component 7 Generic training/training of trainers</b>													
Action													
Action 1. Generic training of				XXXX	XXXX						EU NKEs: 6	25 max	
Action 2. Training of trainers					XXXX	XXXX					EU NKEs: 6	25 max	
Action 3 Training of trainers							XXXX	XXXX			EU NKEs: 6	25 max	
<b>Total w.d.</b>											<b>EU KE: 220 EU NKEs: 180 Local Es: 35</b>	<b>405</b>	

**\* Counterpart: the working days are provided only for information (as estimation)**

**Table 2. OVERAL OUTPUT PERFORMANCE PLAN**

<b>Project title:</b> Support to standardisation activities in Turkey (2) Lot title: Aligning of legislation and training activities		<b>Project number:</b> EuropeAid 117471/C/SV/TR	<b>Country:</b> Turkey
<b>Planning period:</b> February 2005-July 2007		<b>Prepared on:</b> 30 April 2005	<b>EC Consultant:</b> AFAQ AFNOR Int/AENOR/DIN/ON
<b>Project objectives:</b> Technical assistance to TSE and Training TSE staff in order to contribute to the progressive alignment on national legislation and TSE's internal regulations with EU procedures; to set up mirror committees (CEN/CENELEC-TCs); to contribute to the creation of a draft business plan; to advise on TSE's preparation for its application for full CEN/CENELEC membership. To help TSE with the implementation of the notification procedures in the field of standards (98/34/EC Directive and WTO TBT Agreement)			
<b>STEPS</b>	<b>AGREED OBJECTIVE VERIFIABLE INDICATORS</b>	<b>CONSTRAINTS AND ASSUMPTIONS (c/A)</b>	
Inception phase	<ul style="list-style-type: none"> <li>- to established all contacts and structure necessary to run the project effectively: 02-04/ 2005</li> <li>- to conduct and finalise a detailed action plan for the 7 proposed Cs of the project: 02-04/ 2005</li> </ul> <p><i>Means of verification: Inception report</i></p>	Non cooperation from part of the Beneficiary	
Component 1	<ul style="list-style-type: none"> <li>- modification of the Standardisation Regulation and relating documents: 05-12/2005/// 02 - 2006</li> <li>- report on the new stature of TSE: 12/2005</li> <li>- seminar for the Ministries 02/2006</li> </ul> <p><i>Means of verification: Created documents, report on the new structure, list of presence; evaluation of the seminar</i></p>	Ratification of the modification of the current law on standardisation (without participation of the project EU experts) and other legislative documents – no guarantee for sustainability of the performed activities	
Component 2	<ul style="list-style-type: none"> <li>- issue of quality system documentation and procedures relating to standardisation activities</li> <li>- TSE internal regulations developed: 12/2005</li> <li>- The national procedures are in line with the European procedures</li> </ul> <p><i>Means of verification: EU Es' reports and TSE consulted and if necessary modified procedures</i></p>	Late preparation of the QMS by the Beneficiary	
Component 3	<ul style="list-style-type: none"> <li>- 2 or 3 mirror committee with newly functioning rules are operational: up to end of the project</li> <li>- 2 or 3 new ISO TC or SC secretariats and one or two CEN TC secretariats are held by TSE: up to the end of the project</li> </ul> <p><i>Means of verification : Creation of the mirror committee, attribution of the secretariats to TSE</i></p>	<ul style="list-style-type: none"> <li>- The participation in the standardisation activities for the technical experts should be voluntary, without any fees</li> <li>- If TSE is not approved as CEN</li> </ul>	

		/CENELEC full member it will not be possible to apply for CEN TCs secretariats; - In ISO, if there is no vacant place for secretariat //or if TSE apply for creation of new TCs it is possible that the procedures will take a time over of the project timeframe.
Component 4	<ul style="list-style-type: none"> <li>- publication of a strategic document (business plan) easily understood, which will be used for promoting standardisation activities – not only by TSE but also by other interested parties: mid OF 2006</li> </ul> <p><i>Means of verification: Created business plan</i></p>	Late approval of the Business plan by the TSE authorities
Component 5	<ul style="list-style-type: none"> <li>- the national procedures are in line with the European procedures</li> <li>- the Turkish standardisation system is compatible with those of similar EU organisations</li> <li>- audit manual (application file) submitted for CEN/CENELEC full membership</li> <li>- TSE is operating in accordance with EU practices and has been accepted as full member of CEN and CENELEC: end of the project</li> </ul> <p><i>Means of verification: EU Experts' report of mission, list of presence of the seminars, assessment of seminars by the Turkish trainees, application form, decision of CEN and CENELEC</i></p>	Week participation of Beneficiary personnel
Component 6	<ul style="list-style-type: none"> <li>- a fully operational structure regarding the implementation of the standards part of the 98/34/EC directive: mid of 2006</li> <li>- notification procedure in place: end of 2006</li> <li>- report on the structure developed for implementation 01-05/2007</li> <li>- number of database in operation</li> </ul> <p><i>Means of verification: EU experts' reports, created procedures, number of databases in operation</i></p>	No elaborated procedures at time.
Component 7	<ul style="list-style-type: none"> <li>- all members of TSE's technical staff are trained in European procedures: mid 2006</li> <li>- a small team of TSE staff and some selected external consultants are able to work independently and train their colleagues: end of 2006</li> </ul> <p><i>Means of verification: EU experts, reports on the training, list of presence, assessment of trainings by the Turkish participants, assessment of the Turkish trainers by the EU experts</i></p>	Week participation of Beneficiary personnel

**Table 3. PLAN OF OPERATIONS FOR THE NEXT PERIOD (Work programme)**

<b>Project title:</b> Support to standardisation activities in Turkey (3) Lot title: Aligning of legislation and training activities	<b>Project number:</b> EuropeAid 117471/C/SV/TR	<b>Country:</b> Turkey
<b>Planning period:</b> May-July 2007	<b>Prepared on:</b> 30 April 2005	<b>EC Consultant:</b> <b>AFAQ AFNOR Int/AENOR/DIN/ON</b>
<b>Project objectives: Technical assistance to TSE and Training TSE staff</b> in order to contribute to the progressive alignment on national legislation and TSE's internal regulations with EU procedures; to set up mirror committees (CEN/CENELEC-TCs); to contribute to the creation of a draft business plan; to advise on TSE's preparation for its application for full CEN/CENELEC membership. To help TSE with the implementation of the notification procedures in the field of standards (98/34/EC Directive and WTO TBT Agreement)		

Main activities	TIME FRAME			INPUTS		OTHER
	May-July 2005 1 <sup>st</sup> project progress period			Personnel		
	1	2	3	EC consultant	Counterpart	
<b>Component 1 Standardisation legislation</b>						
Action 1: Review of TSE Legal basis		XXXX	XXXX	EU NKEs: 7 Local Es: 5	5	
Action 2: Advice on TSE secondary legislation				Local Es: 5	5	
<b>Total C1</b>				<b>EU NKEs :7</b> <b>Local Es :5</b>	<b>10</b>	
<b>Component 2 Working procedures, including QMS</b>						
Action 1: Quality Management System	XX			EU KE: 3 EU NKEs: 10	5	
<b>Total C2</b>				<b>EU KE : 3</b> <b>EU NKEs : 10</b> <b>Local Es</b>		
<b>Component 3 Structure of TSE , including Technical Committees structure</b>						
Action 1: Structure of TSE	XX			EU NKEs: 5	4	

				Local Es		
<b>Total C3</b>				<b>EU NKEs : 5</b>		
<b>Component 4 TSE business plan</b>						
Action: Preparation, submission and promotion of business plan			XX	EU KE: 2 EU NKEs: 10	8	
<b>Total C4</b>				<b>EU KE :2 EU NKEs :10</b>		
<b>Total Project Management</b>				<b>EU KE: 20</b>		
<b>TOTAL W.D. FOR PROJECT PROGRESS PERIOD N°1</b>				<b>EU KE: 25 EU NKEs: 32 Local Es: 10</b>		

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# **ANNEXES**

## **Annex 1      Composition of TSE working groups**

# ANNEX 1

## Composition of TSE working groups

Work Component #	Coordinator	Participants
C1	Mr. Cemal YILDIZELI	Mr. Hakan OZDEMIR
		Mr. Ozcan KARKIN
C2	Mrs. Nilay YENIAY	Mrs. Berna ISIKER
		Mrs. Buket KAHVECIOGLU
		Mrs. Eda SELBES
		Mrs. Gülay ÜZÜMCÜ
		Mrs. Nazli FIGLALI
C3	Mrs. Berna ISIKER	
	Mrs. Ergül GÖKHUN	
		Mrs. Nilay YENIAY
		Mrs. Tomris ISMAILOGLU
		Mrs. Buket KAHVECIOGLU
		Mrs. Arzu MÜTEVELLI
		Mrs. Nazli FIGLALI
C4	Mrs. Arzu MÜTEVELLI	
		Mrs. Ergül GÖKHUN
		Mrs. Tomris ISMAILOGLU
		Mrs. Derya AKDEMİR
		Mrs. Nazli FIGLALI
C5	Mr. Alpay İGREK	
		Mrs. Nazli FIGLALI
C6	Mr. Serhan ERUZ	
		Mrs. Fatma Müge ALGAN
C7	Mrs. Buket KAHVECIOGLU	
		Mrs. Ergül GÖKHUN
		Mrs. Nazli FIGLALI
		Mrs. Nilay YENIAY
		Mr. Ozcan KARKIN
	Mr. Cemal YILDIZELI	