



# Project Quality Management Plan

**S.W.A.N. - a digital Solid Waste reuse plAtform for BalkaN**

Deliverable 1.3.3 Evaluation and Quality Control

**WP 1 Project Management & Coordination**

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<sup>1</sup> R=Report, P=Prototype, D= Demonstrator, O= Other

<sup>2</sup> PU=Public, PP=Restricted to other programme participants, RE Restricted to a group specified by the consortium, CO= Confidential, only for members of the consortium.

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## 1. Executive Summary

This report is developed in the context of WP1, “Project Management and Coordination”, and it is part of the deliverable D1.3.3 as shown in Figure 1

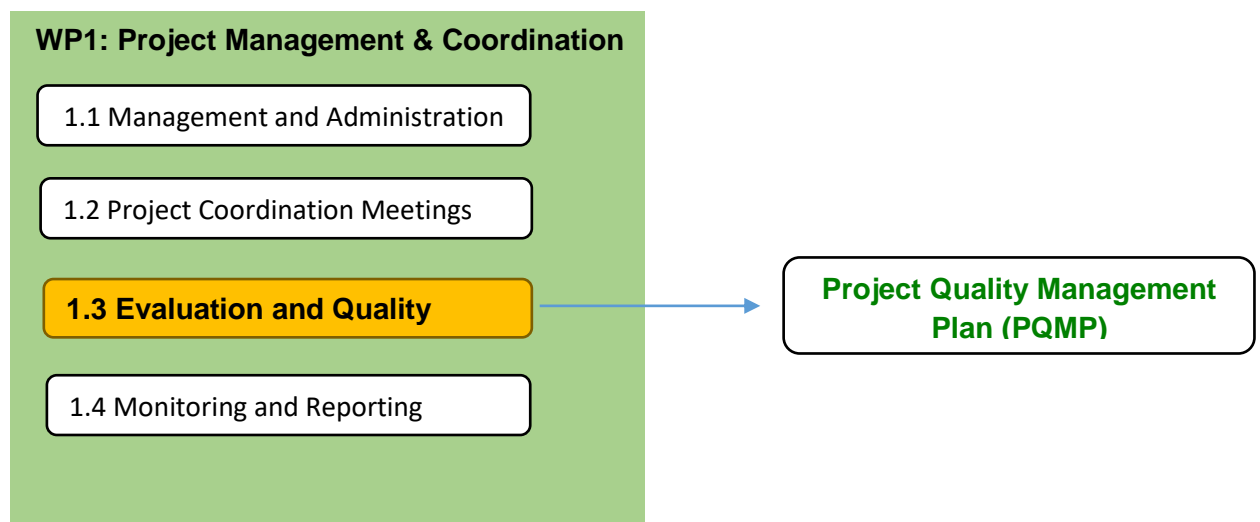


Figure 1: The PQMP in the context of WP1

The **Project Quality Management Plan (PQMP)** is the document which sets out the quality practices and processes for the SWAN project and ensures that quality requirements are planned and fulfilled appropriately. The purpose of the plan is to describe the actions and measures that will be taken by the Consortium, in order to safeguard the quality of the project and its full conformance with the contractual requirements. The main goals of this deliverable is to:

- Outline the designed PQMP
- Describe the organisational structure which has been set up for its implementation.
- Provide to all concerned a guide for the actions required by them.

The PQMP is applicable to all the project’s activities and processes, and strict compliance with it is mandatory for all the participants involved. It will focus on the continuous monitoring of the project’s implementation, the prevention of deviations in every task of the project and the fulfilment of the goals set in accordance to the quality standards.

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## 2. Introduction

The SWAN project Consortium is deeply committed on achieving high quality results. To this end it has clearly defined the roles and responsibilities for each partner, the deliverables to be prepared and the processes to be followed for their completion, thus creating a strict and effective PQMP.

As an integral part of management planning, the PQMP should provide the solid ground for successful, timely and quality implementation of the project activities and it forms a common standard to be applied and followed throughout the project. Hence, it defines the set of procedures to be followed in order to secure that:

- the Interreg Managing Authority's requirements and conditions have been fully applied and followed by all partners,
- the rules and procedures of both the Interreg Management Authority and the EU/national regulations are taken into account in operational, administrative and financial management;
- all project activities are carried out in accordance with the plan outlined in the Project Application.

This PQMP consists of planned and systematic activities and serves as a reference for all project members in order to identify their roles & responsibilities and address quality related project processes. This PQMP sets desired quality standards and its purpose is to ensure that both the project deliverables and the processes used to manage and create them, meet those standards.

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## 3. Project Overview

The project “a digital Solid Waste reuse plAtform for BalkaN” with acronym “SWAN” (MIS 5010973) is a project co-funded by the European Union Cooperation Programme “Interreg V – B Balkan-Mediterranean 2014-2020” and National Funds of the participating countries. The project covers four countries, namely Greece, Albania, Cyprus and Bulgaria has a total duration of 24 months and total budget of €968.000 (€822.800 ERDF).

### 3.1 Partners

The consortium consists of seven Partners from the four countries: Greece, Albania, Bulgaria and Cyprus.

A list of the partners is given in Appendix 1.

### 3.2 Objective

The project’s objective is the design and development of a digital platform that will:

- Map non-hazardous solid waste sources and potential receivers of waste streams
- Propose national and transitional viable waste reuse pathways through matching supply and demand
- Establish a collaborative network of relevant stakeholders in the region

### 3.3 Aim

The project’s aim is to:

- Reduce the environmental polluting load by diverting the volume of non-hazardous solid waste from being land filled
- Cut down the amount of raw material imports
- Abate the respective national greenhouse gases
- Enhance the transition from linear to circular economy
- Demonstrate circular economy good practices

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### 3.4 Work Packages (WP)

The project’s Work Packages are shown below:

**WP1 – PROJECT MANAGEMENT & COORDINATION.**

**WP2 – PROJECT COMMUNICATION & DISSEMINATION.**

**WP3 – DIGITAL ECOSYSTEM.**

**WP4 – SINK/SOURCE MAPPING.**

**WP5 – SINK/SOURCE MATCHING.**

**WP6 – INTEGRATION.**

A brief description of each work package is given in Appendix 2.

### 3.5 Benefits

#### **Environmental**

- Great opportunities for industries to source suitable substitutes and to achieve positive GHG abatement
- Development of environmental policies and strategies for improved solid waste management.
- Reduce solid waste disposal

#### **Financial**

- Industries and organisations will develop new business models, relevant strategies, quality specifications and quality standards for savings and profit opportunities
- Waste producers and collectors will identify ways to recover their value

#### **Social**

- Job creation, ranging from IT support for the four databases, to the new SMEs that will enter the resulting waste management value chains
- Raise awareness regarding circular economy and its ben



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## 4. Quality Objectives

### 4.1 Deliverables

The complexity of the SWAN project leads to a big variety of deliverable which may be classified as follows:

- Studies, documents, reports and training material
- IT hardware and software
- Meetings, workshops, training seminars, consultation and other events
- Promotion and dissemination activities

All the deliverables will be prepared according to the standards and procedures set by the project

#### 4.1.1. Studies, documents, reports and training material

In the context of the SWAN project two types of studies, documents and reports are considered. The first ones, and not concerning this Project Quality Management Plan, are internal documents and reports, related to the day-to-day running of the project and external deliverables which provide information concerning the research carried out, its progress and its results. The latter are obviously the main project outcomes and they have to be carefully drafted with rich content, a clear structure and professional presentation; moreover their quality is closely monitored by the PQMP. At this point it should be mentioned that this section covers also training material which anticipated in certain deliverables and will go through the same development and review-acceptance procedure.

The deliverable documents and reports should have a uniform appearance, structure and referencing scheme. An indicative structure is given below:

- Cover Page (Appendix 3)
- Table of contents
- Executive summary
- Deliverable's presentation
- References (if necessary)
- Additional detailed technical and other information, if necessary, will be given in Appendices

Furthermore, all documents should carry out the logos of both SWAN and Interreg Balkan-Mediterranean according the rules set in the SWAN communication plan.

Finally, all documents and reports produced within the SWAN project are expected to fulfil certain standards and quality criteria as follows:

- To meet the quality objectives set in the Application Form
- To be delivered within the time frame set in the Action Plan
- To be approved by the relevant management structure as defined in this PMQP

#### **4.1.2 IT hardware and software**

Certain deliverables anticipate the purchase of IT hardware as well as the purchase/development of IT software. In these cases the purchase/development should meet the predefined technical strict criteria and specifications.

#### **4.1.3 Meetings, workshops, training seminars, consultation and other events**

All meetings, workshops, training seminars, consultation and other events planned within the SWAN project must be professionally organised and meet the requirements concerning the nature and the number of target audiences. The organiser will be responsible for safeguarding the smooth realisation of the event, which includes all necessary arrangements and coordination, preparation of invitation packages, details on location, available accommodation and travel arrangements.

#### **4.1.4 Promotion and dissemination activities**

Promotion and dissemination activities should be properly developed and designed according the principles and guidelines of the communication plan, to respond to the target audiences in accordance with the set action plan. They need to follow the prevailing methodology, address the selected target groups, and achieve the goals set within the planned time frame.

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## 4.2 Processes

The quality standards of the deliverables described above may only be attained if the processes used to produce them also satisfy a set of quality standards. The quality assurance ensures the project processes are used effectively to produce quality outputs. It involves meetings standards, continuously improving project work, pointing out problems and correcting defects.

Some of the issues to be considered when designing a project processes concern:

- The quality standards and stakeholder expectations for that process.
- The quality assurance activity that will be used to monitor that the process is properly followed.
- The frequency of quality assurance activity.
- The person responsible for carrying out and reporting on the quality assurance activity.

Some of key processes to be considered and presented in section 7 are the following:

- Deliverables production/submission/review process
- Project monitoring and reporting
- Internal quality audit

## 5. Quality Management Organization

The Management structure and the procedures established in SWAN project will facilitate continuous monitoring and quality assurance. The quality management approach is based on treating the project as a system of interconnected actors. Each of those has clearly defined roles in the context of the Quality Management Organisation. The project's Quality Management Structure is depicted in Figure 2.

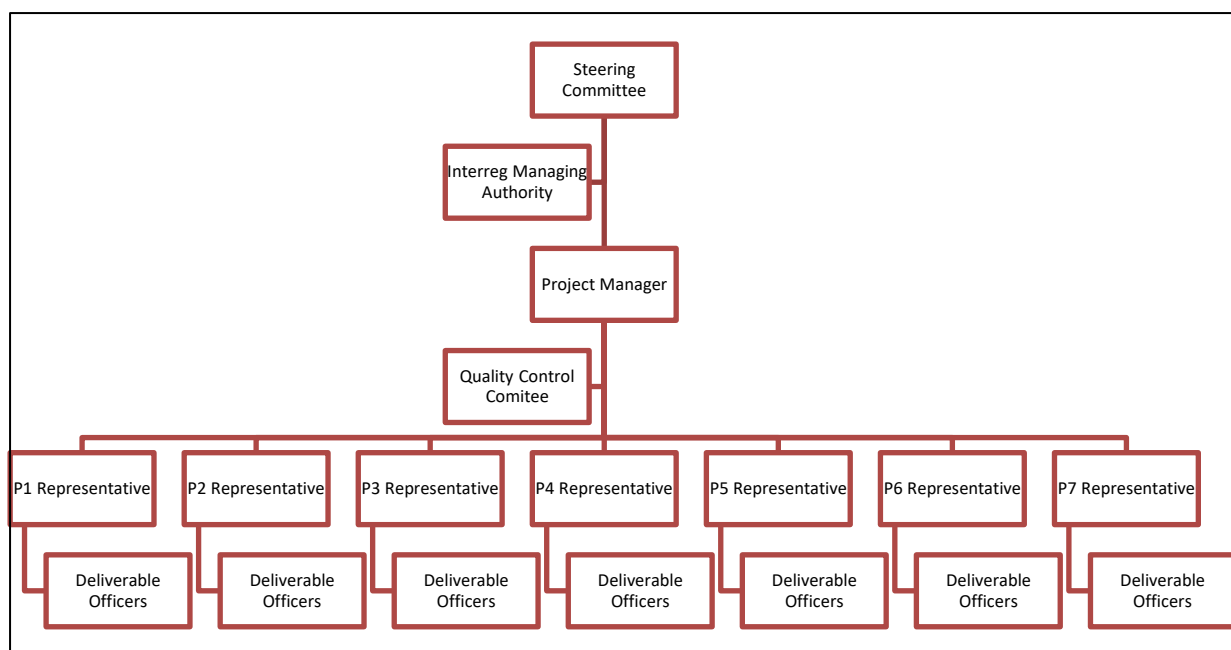


Figure 2: Project's Quality Management Structure

The roles and responsibilities of the actors involved in this section are presented below.

- I. **Steering Committee (SC).** It consists of the Project Manager and seven partners' representatives and is responsible for:
  - Setting the basic rules of the project's implementation
  - Continuously monitoring the project's progress and its compliance with the quality, time and financial criteria set.
  - Providing solutions to overcome any arising problems regarding quality.

- 
- II. Project Manager (PM).** The Project Manager is accountable for the overall project's performance according to the quality, time and financial criteria set, supported by Financial and Communication Manager. Furthermore the PM approves the Project's Quality Management Plan, monitors the project's process and is responsible for:
- Detecting potential risks and applying mitigation plans
  - Resolving occurring problems
  - Monitoring the overall project's progress and performance
- III. Quality Control Committee (QC).** It consists of representatives from the partners involved in the deliverable *Evaluation and Quality Control* and is responsible for:
- Supervising at the first level the scientific and technical quality of the deliverables,
  - Conducting evaluations during the implementation of the project
  - Recommending and/or providing solutions for those problems
  - Identifying and recording the project's quality
- IV. Partner Coordinator (PC).** The Partner Coordinators participate in the project's Steering Committee and is responsible for:
- Communicating regularly with his/her peers
  - Monitoring his/her team
  - Assigning tasks to the team members
  - Ensuring the qualitative and timely completion of all the tasks assigned to his/her team.
- V. Deliverable Officer (DO).** The Deliverable Officer is responsible for the design and implementation of every deliverable assigned to him/her by the respective Partner's Coordinator

Although the overall quality responsibility rests on the Steering Committee and the Project Manager, all the partners are responsible for ensuring high quality deliverables

## 6. Quality Control

The focus of quality control is on the deliverables of the project. Quality control monitors project deliverables in order to verify that they are complete, correct and of acceptable quality.

### 6.1 Studies, documents, reports and training material

The content of all studies, documents, reports and training material depends on its nature but as a general rule it will follow the layout presented in section 4.1.1

The content of the report will be under the deliverable leader's responsibility but all the participants in the deliverable should agree with its content and structure. Moreover, the reports should always meet a set of quality requirements, based on the criteria which are defined below and are classified in three groups.

#### A. Content

- **Completeness:** Deliverables should be complete, reliable and clearly written in order to avoid misinterpretations or misunderstandings.
- **Accuracy:** All information used in the deliverable should be checked for its correctness and be appropriately supported by references.
- **Relevance:** Deliverables should focus on key issues and take into consideration the scope of the specific project and its targeted audience.

#### B. Appearance and Structure

- **Uniformity:** All deliverables should have uniform layout and structure according to existing template.
- **Language:** All deliverables should be carefully checked for grammar, syntax and spelling errors.

### 6.2 IT hardware and software

Certain deliverables anticipate the purchase of IT hardware as well as the purchase/development of IT software according to predefined technical criteria and specifications. Delivered items will be received/accepted only after a very strict process of inspection which will verify and confirm that they do meet all the required criteria

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### **6.3 Meetings, workshops, training seminars, consultation and other events**

All meetings, workshops, training seminars, consultation and other events planned in the context of the SWAN project must be professionally organised and meet the requirements concerning the nature and the numbers of target audiences as stated in section 4.1.3.

The deadline for completing necessary preparation activities depends on the event itself, but it must give enough time for participants' registration and travel preparations. Additionally, the organiser will be responsible for the provision of all materials required for the event (promotional or informative material, supporting documents, printed agendas, etc), as well as for the elaboration of reports/minutes on the held event upon its completion.

### **6.4 Promotion and Dissemination Activities**

Promotion and Dissemination Activities should be, as stated in section 4.1.4, properly developed and designed according the principles and guidelines of the SWAN communication plan, to respond to the target audiences in accordance with the set action plan. They need to follow the prevailing methodology, address the selected target groups, and achieve the goals set within the planned time frame.

In additional, the SWAN Project has developed a website <https://www.swan-interreg.com/> in order to inform the broad general public and promote SWAN project deliverables. Furthermore, the beneficiaries will be able to find regularly updated information about the project, its progress, achievements and results.

## 7. Quality Assurance

The focus of quality assurance is on the processes used in the project. Quality assurance ensures that project processes are used effectively to produce quality project deliverables. The previous section presented the quality control criteria of the various deliverables. In this section we will look into the processes that would ensure the meeting of those criteria.

### 7.1 Studies, documents, reports and training material

#### 7.1.1 Production procedure

To safeguard the quality of the deliverables and their delivery in time, the following procedures will be used:

- At a preset period prior to the deliverable submission, the Deliverable Officer will propose to the rest of the partners contributing to the deliverable a list of content that covers the deliverables' objectives. This list of contents will be agreed among all the partners taking part in the deliverable.
- At a preset period before the delivery date, all the partners contributing to one deliverable should send to the Deliverable Officer their contribution. It is the responsibility of the author to ask for these contributions in time, to check their quality and adequacy, and ask for modifications if required.
- Following the gathering of all contributions the Deliverable Officer with his team will prepare the deliverable.

Obviously the first two steps are not applicable in the case the deliverable is developed by only one partner

#### 7.1.2 Submission procedure

This process is based on continuous reviews and feedbacks that will allow the Deliverable Officer to face and solve any problems they may appear. The process consists of the following steps:

- **Deliverable Officer to Partner Coordinator:** The Deliverable Officer sends the deliverable to the Partner Coordinator who should review it within a predetermined period of time.



- **Partner Coordinator to Quality Committee:** The Partner Coordinator reviews the deliverable assessing the degree to which it meets its objectives, comments on it and sends it to the Quality Committee.
- **Quality Committee to Project Manager:** The Quality Committee reviews the deliverable according to the prevailing quality criteria, comments on it and sends it to the Project Manager.
- **Project Manager to Deliverable Officer:** The Project Manager reviews the deliverable integrates all comments into a peer review file and sends it to the Deliverable Officer for an overall revision and the production of the final version. When the final version is ready it is communicated to all involved.

### 7.1.3 Review procedure

The deliverables submission procedure involves a number of reviews before the final submission. Every review monitors the deliverable's compliance with the quality criteria. This degree of compliance is evaluated by respective indicators which are summarized in a table appearing in Appendix 5. Indicators' values may range from 1 (lowest) to 5 (highest). A deliverable is accepted only if all the indicators are above 3. The final rating may be marked as:

- **Fully accepted:** In this case the deliverable is considered as the final version and is sent to the next level of revision (if necessary).
- **Revisions required:** In this case the author has a predetermined period of time to include or disregard those comments and finalize the deliverable.
- **Rejected:** In this case the deliverable should be rewritten and go through the described procedure again.

## 7.2 Project monitoring and reporting

All the SWAN project partners' coordinators are requested to submit regularly , in addition to all formal documents and financial statements, a brief progress and financial report to the Project Coordinator. In cases where potential problems are detected, they will be evaluated and may cause alarm warnings (budget or time related) by the Project Coordinator.

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### 7.3 Internal quality audit

In special cases, when a serious problem comes up during the execution of the project, the consortium will carry out an internal audit procedure. In those cases an ad hoc Internal Audit Committee is set up consisting of the Project Coordinator and two Consortium Representatives, selected among the partners on the basis of their technical relevance and expertise for the problem under inspection.

Following the completion of the internal audit the Project Coordinator will document all the findings and conclusions of the Committee in a report. Then, corrective actions will be issued, in order to overcome all the difficulties within a preset time period. Follow-up actions will be arranged, so as to ensure the effectiveness of the corrective actions.

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## 8. Risk Management

The complexity of the project, the participation of more than one partners in every deliverable and finally the parallel implementation of complementary and independent deliverables either by the same or by different partners are three points that could create problems and hence need special attention. Those points have been identified and will be closely followed throughout the project so that a smooth and effective cooperation between the partners preventing shortcomings and avoiding delays will be established. This close follow up involves:

- Continuous monitoring and assessment of the risks which may eventually lead to real problems.
- Tightening up of the control process so as to prevent the problems from arising
- Prepare contingency plans to overcome occurring problems

## **Appendix 1**

### **Project's Consortium**

**Lead Partner-Greece**

**LP1:** Association of Municipalities in the Attica Region-Solid Waste Management (**EDSNA**).

**Partners-Greece**

**P2:** Greek Ministry of Environment and Energy

**P3:** University of the Aegean – Department of Business Administration

**Partners-Albania**

**P4:** Albanian Ministry of Tourism and Environment

**P5:** ILIRIA-Protection and Social & Environmental Development Association NGO

**Partner-Bulgaria**

**P6:** Bulgarian Industrial Association- Union of the Bulgarian Business

**Partner-Cyprus**

**P7:** Cyprus University of Technology- Department of Environmental Science and Technology

## **Appendix 2**

### **Brief Description of the Project's Work Packages**

### **WP1 – PROJECT MANAGEMENT & COORDINATION.**

Sets the basic management principles of the project:

### **WP2 – PROJECT COMMUNICATION & DISSEMINATION.**

Develops a communication plan, aiming at the promotion of the project and the dissemination of its activities and results.

### **WP3 – DIGITAL ECOSYSTEM.**

Develops an IT platform, the establishment of value chains for solid waste reuse will be based on. The platform will operate as digital observatory for recording, in each partner-country, the sources, the potential users and the waste they produce/ look for. Its architecture will enable the exchange of data/ information between the countries partners. (Figure 3)

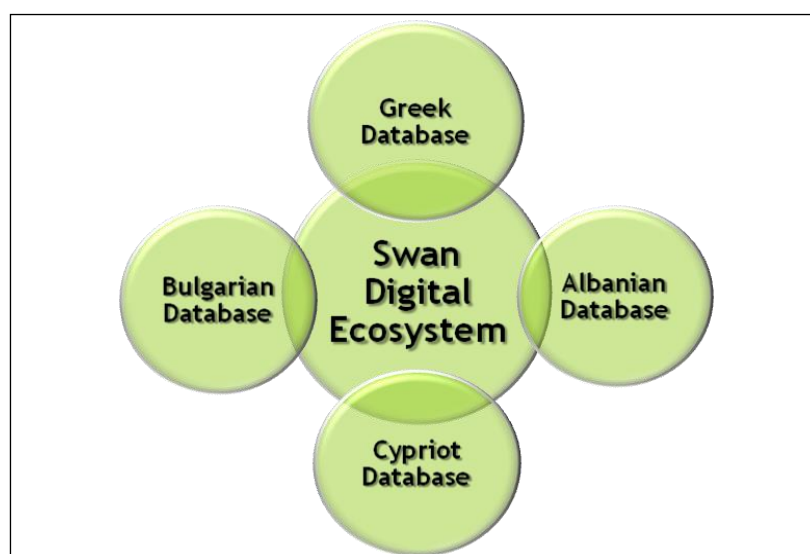


Figure 3: The Swan Digital Ecosystem

### **WP4 – SINK/SOURCE MAPPING.**

The map depicts the existing solid waste sources, the potential receivers as well as the qualitative and quantitative characteristics for the solid waste they produce/ look for.

### **WP5 – SINK/SOURCE MATCHING.**

Develops the algorithm which processes the **SWAN Balkan Solid Waste Map** and provides different options for the solid waste reuse chains and related business models.

The algorithm matches waste producers and potential users on the basis of geographic (proximity between source and sink), technical (suitability of waste type) and financial (viable investment for all parties involved) criteria.

#### **WP6 – INTEGRATION.**

Ensures knowledge management and synthesis of the results for establishing a viable infrastructure following the completion of the project. Furthermore it develops an industrial ecosystem, i.e. a network of industries in the region that produce and use solid waste. Their collaboration will aim at the development and promotion of local/regional/national and transnational waste reuse value chains.

**A schematic representation of the project’s basic stages is given in Figure 4.**



Figure 4: SWAN's Basic stages



## Appendix 3

### Deliverable Cover Page

# Document Name

**S.W.A.N. - a digital Solid Waste reuse plAtform for BalkaN**

Deliverable

Subsidy Contract Number: BMP1/2.2/2637/2017

MIS Code: 5010973



Project co-funded by the European Union and National Funds of the participating countries

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Document Name

Responsible Partner

WP

Task

Deliverable no

Nature<sup>3</sup>

Version

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Dissemination Level<sup>4</sup>

Approvals and list of Contributors

	Name	Company
Authors		

Deliverable Officer

Partner Coordinator

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## **Appendix 4**

### **Work Packages per Partner and way of implementation**

Work Packages	Deliverable Title	LP1 Association of Municipalities in the Attica Region - Solid Waste Management (E.D.S.N.A.)	LP2 Greek Ministry of Environment, Energy and Climate Change	LP3 University of the Aegean / Research Unit / Department of Business Administration	LP4 Albanian Ministry of Environment, Forestry and Water Administration	LP5 ILIRIA – Protection and Social & Environmental Development Association NGO	LP6 Bulgarian Industrial Association – Union of the Bulgarian Business	LP7 Cyprus University of Technology- Department of Environmental Science and Technology
<b>WP1</b>	<b>Project Management &amp; Coordination</b>							
Deliverable 1.1	Management and Administration	(I)	(I)	(I)	(I)	(I)	(I)	(I)
Deliverable 1.2	Project Coordination Meetings	(I), (E)	(I)	(I)	(I), (E)	(I)	(I), (E)	(I), (E)
Deliverable 1.3	Evaluation and Quality Control	(I)		(I), (E)				
Deliverable 1.4	Monitoring and Reporting	(I), (E)	(I), (E)	(I), (E)	(I), (E)	(I), (E)	(I), (E)	(I), (E)
<b>WP 2</b>	<b>Project Communication &amp; Dissemination</b>							
Deliverable 2.1	Integrated Communication and Dissemination Platform	(I), (E)	(I)	(I)	(I), (E)	(I)	(I)	(I), (E)
Deliverable 2.2	Communication, Visibility and Targeted Dissemination Material	(I), (E)	(I), (E)	(I), (E)	(I), (E)	(I), (E)	(I), (E)	(I), (E)
Deliverable 2.3	Media Impact and Stakeholder Strategy	(I), (E)	(I), (E)	(I), (E)	(I), (E)	(I), (E)	(I), (E)	(I), (E)
<b>WP 3</b>	<b>Development of a Digital Solid Waste Reuse Platform</b>							
Deliverable 3.1	SWAN Platform	(I), (E)	(I)	(I), (E)	(I), (E)	(I), (E)	(I), (E)	(I), (E)
Deliverable 3.2	Training	(I), (E)	(I), (E)	(I), (E)	(I)	(I)	(I)	(I)
<b>WP 4</b>	<b>Sink and Source Mapping</b>							
Deliverable 4.1	Map of sources and users of solid waste in the consortium partners' countries	(I), (E)	(I), (E)	(I), (E)	(I), (E)	(I), (E)	(I), (E)	(I), (E)
<b>WP 5</b>	<b>Sink and Source Matching</b>							
Deliverable 5.1	Matching	(I), (E)	(I), (E)	(I)	(I), (E)	(I), (E)	(I), (E)	(I), (E)
Deliverable 5.2	Selection and Development of Pilot Projects	(I), (E)		(I), (E)				
<b>WP 6</b>	<b>Integration and Synthesis</b>							
Deliverable 6.1	PESTLE Analysis	(I), (E)	(I), (E)	(I), (E)	(I)	(I), (E)	(I)	(I)
Deliverable 6.2	Enhancing the Transnationality of the Project	(I), (E)	(I), (E)	(I), (E)	(I), (E)	(I)	(I), (E)	(I), (E)
Deliverable 6.3	Synthesis of Policy Recommendations	(I), (E)	(I), (E)	(I), (E)	(I), (E)	(I)	(I), (E)	(I), (E)

I: In House E: External Expertise

## Appendix 5

### Deliverables per Partner

Association of Municipalities in the Attica Region - Solid Waste Management (E.D.S.N.A.)			
Budget Line	Deliverables	Procurement Type	Description of Supplies/ Services/ Works
External Expertise & Services	1.2 - 2.1 - 2.2 - 2.3 - 6.2	Service	1. Events/ Meetings/ Conferences organisation 2. Promotion, communication, publicity & information 3. Translations
External Expertise & Services	1.4 - 3.1 - 4.1 - 5.2	Service	Studies & surveys: 1. Accounting support for total project 2. Pilot Project Implementation Study 3. Survey for SWAN Platform Database / data from the Attica Region (Greek Case Study) (target group MUNICIPALITIES) 4. Law consulting company which will undertake the policy recommendations for the promotion of solid waste reuse value chains / Study of policy recommendations at Regional level  Training/ Seminars/ Workshops: Training of Personnel at SWAN Platform in EDSNA: 8 persons
Equipment	3.1 - 4.1	Supply	1. IT hardware and software 2. Studies & surveys: b Case Study), Cyprus (Cypriot Case Study) b) Modifications and updates of SWAN Platform: Development of the SWAN Platform / Updated SWAN Platform Prototype / Finalized SWAN Platform
External Expertise & Services	1.5	Service	Audit costs – First Level Control costs

Greek Ministry of Environment, Energy and Climate Change			
Budget Line	Deliverables	Procurement Type	Description of Supplies/ Services/ Works
<i>External Expertise &amp; Services</i>	2.2 - 2.3	<i>Service</i>	<ol style="list-style-type: none"> <li>1. Events/ Meetings/ Conferences organisation</li> <li>2. Promotion, communication, publicity &amp; information</li> </ol>
<i>External Expertise &amp; Services</i>	1.4 - 3.2 - 4.1 - 5.1 - 6.1 - 6.2	<i>Service</i>	<p>Studies &amp; surveys:</p> <ol style="list-style-type: none"> <li>1. Financial and accounting support at Greek Ministry for the project</li> <li>2. Survey for SWAN Platform Database / data from the Attica Region (Greek Case Study) (target group industries)</li> <li>3. Implementation and verification for proposed list of potential Greek and transnational business models</li> <li>4. Performing PESTLE Survey among local actors</li> <li>5. Development of a SWAN Business Network (National/Greece)</li> <li>6. Study of policy recommendations for the promotion of solid waste reuse value chains at National Level.</li> </ol> <p>Training/ Seminars/ Workshops: Training of Personnel at SWAN Platform in Ministry of Environment: 8 persons</p>
<i>External Expertise &amp; Services</i>	1.5	<i>Service</i>	<i>Audit costs – First Level Control costs</i>



University of the Aegean / Research Unit / Department of Business Administration			
Budget Line	Deliverables	Procurement Type	Description of Supplies/ Services/ Works
<i>External Expertise &amp; Services</i>	1.3 - 2.3 - 3.1 - 5.1 - 5.2 - 6.1 - 6.2	<i>Service</i>	<p>Studies &amp; surveys:</p> <ol style="list-style-type: none"> <li>1. Project Quality Management Plan</li> <li>2. Synthesis report from local workshops</li> <li>3. Design and development for proposed list of profitable business models for Greece</li> <li>4. Design and development for proposed list of potential transnational business models</li> <li>5. Design study of Pilot Project</li> <li>6. Development of a PESTLE Questionnaire</li> <li>7. Report on the cross-comparison of the Balkan countries</li> <li>8. Development of a SWAN Business Network (Balkan Level)</li> <li>9. Study for algorithm for matching solid waste suppliers (supply) with industries that need them (demand)</li> </ol> <p>Training/ Seminars/ Workshops: Training of Personnel at SWAN Platform University of the Aegean: 10 persons</p>
<i>External Expertise &amp; Services</i>	3.1	<i>Service</i>	Design and development of SWAN Platform: Functional Design of the SWAN Platform / Technical Design of the SWAN Platform / SWAN Platform Prototype / Finalized SWAN Platform
<i>External Expertise &amp; Services</i>	1.5	<i>Service</i>	<i>Audit costs – First Level Control costs</i>
<i>External Expertise &amp; Services</i>	2.3 - 6.2	<i>Service</i>	Events/ Meetings/ Conferences organisation

Albanian Ministry of Environment, Forestry and Water Administration			
Budget Line	Deliverables	Procurement Type	Description of Supplies/ Services/ Works
<i>External Expertise &amp; Services</i>	1.2 - 2.1 - 2.2	<i>Service</i>	<ol style="list-style-type: none"> <li>1. Events/ Meetings/ Conferences organisation</li> <li>2. Promotion, communication, publicity &amp; information</li> <li>3. Translation</li> </ol>
<i>External Expertise &amp; Services</i>	3.1 - 4.1 - 5.1 - 6.1	<i>Service</i>	<p>Studies &amp; surveys:</p> <ol style="list-style-type: none"> <li>1. Test Report and Updates of Albanian SWAN Platform: Updated SWAN Platform Prototype /SWAN Prototype Test Report / Finalized SWAN Platform</li> <li>2. Survey for SWAN Platform Database with data from Albania (Albanian Case Study)</li> <li>3. Study for proposed list of potential transnational business models</li> <li>4. Development of a SWAN Business Network</li> <li>5. Study: Policy recommendations</li> </ol> <p>Equipment:</p> <ol style="list-style-type: none"> <li>1. Software for Albanian version of SWAN platform (licence and adaptation to the project), one Ministry located server for Albanian version of SWAN platform development and operation (included installation costs)</li> <li>2. Two desktop computers and one laptop (included software costs, monitor and required hardware)</li> </ol>

ILIRIA – Protection and Social & Environmental Development Association NGO			
Budget Line	Deliverables	Procurement Type	Description of Supplies/ Services/ Works
<i>External Expertise &amp; Services</i>	2.5.2;2.5.3	<i>Service</i>	<ol style="list-style-type: none"> <li>1. Events/ Meetings/ Conferences organisation/Communication, Visibility and Targeted Dissemination Material</li> <li>2. Promotion, communication, publicity &amp; information/Media Impact and Stakeholder Strategy</li> </ol>
<i>External Expertise &amp; Services</i>	3.5.1;4.5.1;5.5.1;6.5.1	<i>Service</i>	<p>Studies &amp; surveys:</p> <ol style="list-style-type: none"> <li>1. Development and modifications of Albania SWAN Platform: Updated SWAN Platform Prototype /SWAN Prototype Test Report / Finalized SWAN Platform</li> <li>2. Survey for SWAN Platform Database with data from Albania (Albanian Case Study)</li> <li>3. Study for proposed list of profitable business models for Albania</li> <li>4. Study: Performing PESTLE Survey among local actors</li> </ol>

Bulgarian Industrial Association – Union of the Bulgarian Business			
Budget Line	Deliverables	Procurement Type	Description of Supplies/ Services/ Works
<i>External Expertise &amp; Services</i>	1.2 - 2.1 - 2.2 - 2.3 - 6.2	<i>Service</i>	1. Events/ Meetings/ Conferences organisation 2. Promotion, communication, publicity & information 3. Translation
<i>External Expertise &amp; Services</i>	4.1 - 5.1	<i>Service</i>	Studies & surveys: 1. Survey for SWAN Platform Database with data from Bulgaria (Bulgarian Case Study) 2. Study for proposed list of profitable business models for Bulgaria 3. Study for proposed list of potential transnational business models
<i>Equipment</i>	3.1	<i>Supply</i>	Studies & surveys: 1. Test Report, development, modifications and updates of Bulgaria SWAN Platform: Updated SWAN Platform Prototype /SWAN Prototype Test Report / Finalized SWAN Platform  Equipment: 1. Software for Bulgarian version of SWAN platform (licence and adaptation to the project), one BIA located server for Bulgarian version of SWAN platform development and operation (included installation costs) 2. Two desktop computers and one laptop (included software costs, monitor and required hardware)
<i>External Expertise &amp; Services</i>	1.5	<i>Service</i>	<i>Audit costs – First Level Control costs</i>
<i>External Expertise &amp; Services</i>	6.3	<i>Service</i>	Law consulting company which will undertake the policy recommendations for the promotion of solid waste reuse value chains / Study of policy recommendations

Cyprus University of Technology-Department of Environmental Science and Technology			
Budget Line	Deliverables	Procurement Type	Description of Supplies/ Services/ Works
<i>External Expertise &amp; Services</i>	1.2 - 2.1 - 2.2 - 2.3 - 6.2	<i>Service</i>	1. Events/ Meetings/ Conferences organisation 2. Promotion, communication, publicity & information 3. Translations
<i>External Expertise &amp; Services</i>	4.1 - 5.1	<i>Service</i>	Studies & surveys: 1. Survey for SWAN Platform Database with data from Cyprus (Cypriot Case Study) 2. Study for proposed list of profitable business models for Cyprus 3. Study for proposed list of potential transnational business models
<i>Equipment</i>	3.1	<i>Supply</i>	Studies & surveys: 1. Test Report, development, modifications and updates of Cyprus SWAN Platform: Updated SWAN Platform Prototype /SWAN Prototype Test Report / Finalized SWAN Platform  Equipment: 1. Software for Cyprus version of SWAN platform (licence and adaptation to the project), one university located server for Cyprus version of SWAN platform development and operation (included installation costs) 2. Two desktop computers and one laptop (included software costs, monitor and required hardware)
<i>External Expertise &amp; Services</i>	1.5	<i>Service</i>	<i>Audit costs – First Level Control costs</i>
<i>External Expertise &amp; Services</i>	6.3	<i>Service</i>	Law consulting company which will undertake the policy recommendations for the promotion of solid waste reuse value chains / Studies of policy recommendations

## Appendix 6

### Review Procedure Assessment Indicators

Assessment Aspects	Quality Criteria	Indicators
Content	Completeness	Missing Content
		Redundancy
	Accuracy	Error in Content
		References
		Insufficient documentation
	Relevance	Irrelevant information
Appearance and structure	Uniformity	Lack of uniformity
	Language	Syntax, spelling and grammar errors

*Indicators' values may range from 1 (lowest) to 5 (highest).  
A deliverable is accepted only if all the indicators are above 3.*