Sustainable solid WAste management and Policies

Management manual – 6th

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Deliverable	D7.2: Management Manual
Deliverable Lead	RUA
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v1	26.02.2021	Caterina Picuno	Completed sections 1,4 and 5
v2	30.06.2021	Caterina Picuno	Completed sections 2,3 and 8
V3	12.08.2021	Kim Soben Sok Pheak	Draft version
V4	12.10.2021	Kim Soben Sok Pheak	Draft version
V5	01.12.2022	Kim Soben Yutha Nida	Updated Version
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ABSTRACT

Deliverable 7.2 aims at summarising the structures, procedures and tools that will be used by all SWAP project's parties to ensure the proper implementation of the tasks, as well as to monitor continuous communication, resources utilisation, quality of the outputs and reporting. This document is dynamic, in that it will be updated after every monthly Management Board Meeting and submitted to the SWAP Consortium.

KEYWORDS

Project Management; Governance Bodies; Quality Management Board; Meetings procedures; Decision Making procedures; Documentation and Recording; Internal and External communication.

DISCLAIMER

ACKNOWLEDGEMENT

ABBREVIATIONS

EACEA: European Education and Culture Executive Agency – also referred to as "Agency".

GA: Grant Agreement

MB: Management Board

PA: Partnership Agreement

WP: Work Packages

Table of Contents

1 INTRODUCTION

1.1 Aim and update procedure of this document

This Management Manual has mainly two functions.

Firstly, it is a reference source for all consortium members covering many day-to-day activities. Secondly, it intends to standardise various elements of the project e.g. project reports, deliverables, etc. through the use of agreed procedures and templates where relevant.

The general principles for the project execution are defined in the Grant Agreement (GA), the project description and the Partnership Agreement (PA). The Management Manual does not replace any of these established agreements, nor does it replace any of the EACEA guidelines for project implementation and documentation.

Where there are any inconsistencies between these documents, the following order of precedence should be applied:

1. EU Grant Agreement including the Project´s description;

2. Partnership Agreement (PA);

3. Management Manual (present document).

Deliverable 7.2 will be a dynamic document and updated as required after each Management Board Meeting. The responsible institution for this (P7 - RUA) will update it within 5 working days from receiving the Minutes of the MB by the Project Coordinator. For each update, a new version number and main changes will be reported in the "Versions" section. Furthermore, in each new version, the changes in the document's text will be highlighted in yellow.

1.2 Legal aspects

1.2.1 Grant Agreement

The Grant Agreement (GA) forms the legal basis for the implementation of the project and has been electronically signed by the EACEA and by the legal representative of TUHH (hereinafter referred to as "Coordinator") on 18th December 2020. Although the GA is signed between the EACEA and the Coordinator of the project, all partners have become individual contract partners with the Agency by signing the Mandates.

The GA consists of:

- Annex I Description of the action

- Annex II General Conditions ('the General Conditions')

- Annex III Estimated budget of the action

- Annex IV List of beneficiaries and Mandates provided to the coordinator by the other beneficiaries

- Annex V Model technical report

- Annex VI Model financial statements

- Annex VII Model terms of reference for the certificate on the financial statements.

1.2.2 Amendments to the GA

During the project, circumstances may arise, requiring an amendment to the GA. Reasons may vary, but could be:

- Legal status of the beneficiaries;

- Legal name of beneficiaries;

- Address of the beneficiaries;

- Contact person of coordination institution;

- Coordinating institution/legal representative;

- Partnership composition;

- Eligibility period;

- Work Programme.

In case an amendment is needed, this should be agreed by the Management Board. If the Management Board agrees, the coordinator shall submit the request to the Agency, on behalf of all beneficiaries. The request should be duly justified, supported by relevant documents – if applicable – and sent to the Agency before it is due to take effect. After approval, the Coordinator shall distribute the revised Grant Agreement to the partners, replacing former versions.

Budget changes should be discussed first within the Management Board. For each beneficiary, budget variations of ± 10% for each budget headings do not require an amendment. Nonetheless, a prior request to the coordinator should be submitted by the beneficiaries in writing.

1.2.3 Partnership Agreement

Whereas the GA is signed between the Agency and the partners, the Partnership Agreement (PA) is signed among the partners. It arranges in more detail the provisions of the GA that apply to all beneficiaries (coordinator and partners), such as but not limited to: obligations and responsibilities, payments arrangements, technical and financial reporting obligations, confidentiality and property rights, conflict resolution.

The signed Partnership Agreement shall be sent to the coordinator in original form in case of audits.

2 PROJECT GOVERNANCE

This section describes the project governing bodies that have in charge all the project management activities and the procedures/recommendations aiming to the correct implementation of WP7 (Project Management and coordination). The Consortium is composed of 11 Partners, of which one coordinator and three partners are from Programme Countries and seven partners are from Partner Countries in Region 6 – Asia. Table 1 provides an list of the SWAP Consortium members.

Table 1. Number, name and Country of the SWAP Consortium members.

No.	Organisation	Short Name	Country
P1	Hamburg University of Technology (Coordinator)	TUHH	Germany
P2	Istituto Formazione Operatori Aziendali	IFOA	Italy
P3	Polytechnic University of Bari	POLIBA	Italy
P4	EUROTraining Educational Organization	EUROTRAINING	Greece
P5	Hue University of Agriculture and Forestry	HUAF	Vietnam
P6	Thai Nguyen University of Agriculture and Forestry	TUAF	Vietnam
P7	Royal University of Agriculture	RUA	Cambodia
P8	University of Heng Samrin Thbongkhmum	UHST	Cambodia
P9	Cambodian Education and Waste Management Organisation	COMPED	Cambodia
P10	Chiang Mai University	CMU	Thailand
P11	Maejo University	MJU	Thailand

2.1 General Governance Structure

The governance structure of the SWAP Project consists of the following entities:

- the Management Board, that is the decision-making body and is chaired by the coordinator and represented by one person from each member of the SWAP Consortium;
- the coordinator of the project, Hamburg University of Technology;
- the local co-ordinating partners, one for each Partner Country;
- the work packages´ leaders;
- the advisory board (otherwise associated partners).

Each of these entities and their functions, roles and responsibilities are further described in the sections below.

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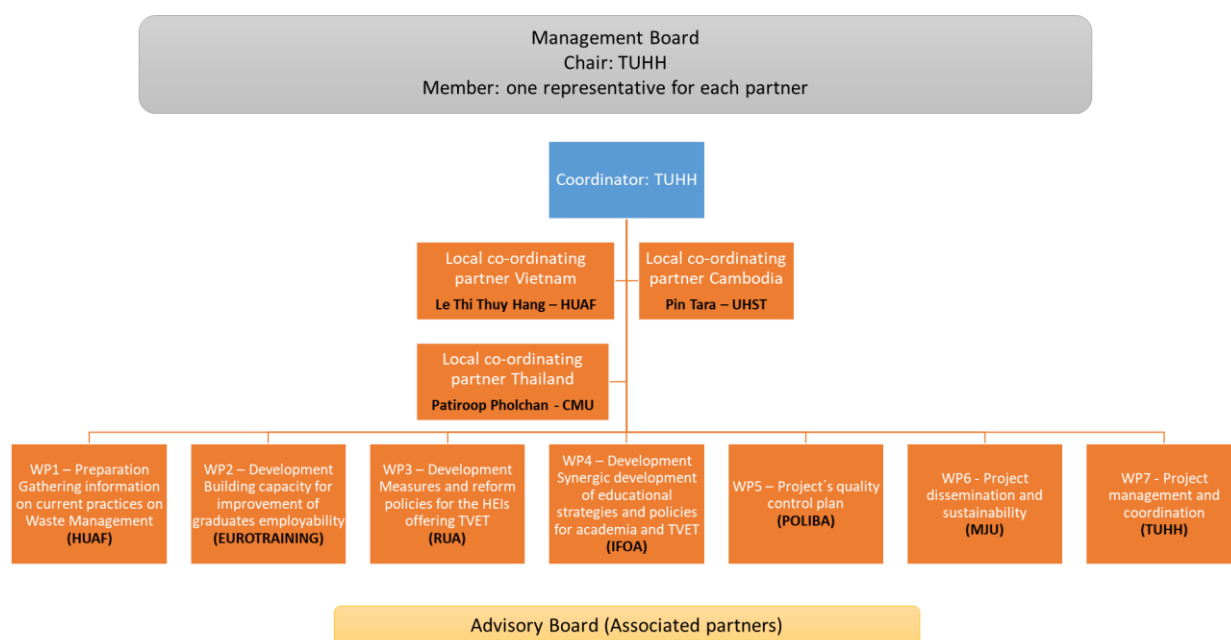
Figure 1. Governance Structure of the SWAP Project.

2.2 Roles and Responsibilities of Project Bodies

2.2.1 Management Board

SWAP Project´s decision-making body is represented by the Management Board (MB). The decisions at WP level are made by the WP Leaders in agreement with the coordinate and in compliance with decisions taken on the overall project level. The Tasks Leaders are responsible for implementing the tasks in accordance with the respective WP strategy. Task Leaders report to the WP Leaders and the WP Leaders report to the project coordinator (and to the MB). Conflicts at the WP level can be tackled by the WP Leaders. If the WP Leaders need a neutral moderator or are concerned by the conflict itself, the project coordinator will try to solve the issues. Otherwise, the conflict parties can agree on another neutral moderator by calling on additional experts, if needed.

The Management Board meets on a monthly basis, usually on the third Thursday of the month. If one MB meeting cannot take place (e.g. by reason of national holidays), the MB can agree on a postponement of the date or a cancellation of the meeting. The project coordinator organises, moderates and documents the MB meetings. In general terms, these meetings will be held online. In the instances of annual Consortium Meetings held in person, the MB Meeting will be organised in the same dates of the Consortium Meeting. A detailed description of the decision making procedures (i.e. voting rules and quorum, veto rights and recording of the minutes and agreements made during the meeting) is reported in section 4 of the present document.

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2.2.2   Project Coordinator

The project coordinator of the SWAP project is the Hamburg University of Technology, TUHH. In its role as coordinator, the TUHH has the overall responsibility for managing the sound implementation of the project´s activities and ensure the highest impact of its outcomes. The TUHH is the direct contact with the EACEA and communicates relevant information with the Agency on a regular basis. The coordinator is as well responsible to officially request changes in the budget and, if necessary, amendments to the GA. The coordinator makes sure that all official communications with the Agency are in writing and include the official contact person of the TUHH in CC (Kerstin Kuchta). The project coordinator is also responsible for conflict moderation and resolution among partners, fostering communication among them while also providing support and advice to all WP Leaders.

2.2.3   WP Leaders and Local Coordinating Partners

The lead of Work Package is distributed among Programme and Partner Countries in an even way in order to ensure active participation of all partners as well as a balanced distribution of staff commitment between regions. The WP Leaders have the necessary competences in regard to the content. As such they are qualified to coordinate the WP activities and contribute to decisions related to their WP and the overall project as members of the MB. The SWAP Project is composed by a total of 7 Work Packages.

- *Preparation* Work Package – WP1 is led by HUAF, and ensures the successful completion of the preparatory activities that will allow for the Development WPs.
- *Development* Work Packages – WP2, WP3 and WP4:
    o WP2, aims at developing, implementing, testing and monitoring educational products for university graduates. This WP is coordinated by EUROTraining.
    o WP3, aims at developing, implementing, testing and monitoring educational products for educational vocational training. This WP is coordinated by RUA.
    o WP4 is led by IFOA and aims at setting up new infrastructures for learning – i.e. Open Online Learning Management System and Training Hubs.
- *Quality* of the project´s outcomes and achievement of relevant milestones is ensured under the supervision of POLIBA, leader of WP5
- *Dissemination and exploitation* are crucial aspects as for the spreading and capitalisation of the project´s result. The activities of WP6 are coordinated by MJU.
- *Management* Work Package of the project – WP8 – is headed by the SWAP Coordinator, whose responsibility in this WP include technical and financial sound management of the project tasks and activities.

If the coordination of WPs is assigned to specific partners, making sure that all tasks and activities are implemented in a sound and successful manner is responsibility of ALL members of the Consortium. An active involvement of the Consortium Members in all tasks and decisions will ensure that the project delivers results based on clearly identified and share needs, ensuring that they are of

sustainable use for all partners. This way the project ownership is ensured as well as successful collaboration during the project and beyond.

The role of the local coordinating partners is to support less experienced partners in the Partner countries as far as the contents and administrative aspects are concerned. Examples of such support are reporting, financial statements, timesheets, equipment purchase etc. Moreover, the local coordinating partners act as mediators, ensuring communication with other partners and the coordinator in case of language issues occurring. During the first Management Board Meeting it has been agreed that the following Consortium Members would be the local-coordinating partners for their respective Country:

- For Vietnam: HUAF (Ms. Le Thi Thuy Hang – information as of 30th June 2021)
- For Cambodia: UHST (Mr. Pin Tara – information as of 30th June 2021)
- For Thailand: CMU (Mr. Patiroop Pholchan – information as of 30th June 2021)

2.2.4 Advisory Board

The Advisory Board is composed by representatives of organisation and institutions whose feedback is perceived as of high relevance for the success of the project and the impact of its outputs. The Advisory Board members are Associated Partners that will advise on the scientific relevance of the capacity building material developed as part of the Work Packages 2 and 3. They will as well represent an asset for the dissemination activities, particularly as far as Associated Partners located in the Partner Countries are concerned. In this sense, a key role played by Associated Partners from the private sector as well as from the ministries is to ensure that the link between academia and enterprises/policy makers is being capitalised. A list of associated partners (updated as of 30th June 2021) is reported in the annexes.

3   MANAGEMENT INFORMATION AND PROCEDURES

3.1   Representation in Meetings

Any Party, which is a member of a Consortium Body, (hereinafter referred to as "Member"):

- should be represented at any meeting of such Consortium Body;

- may appoint a substitute or a proxy to attend and vote at any meeting;

- and shall participate in a cooperative manner in the meetings.

3.2   Preparation and Organisation of Meetings

Technical meetings will be held every 8 to 12 months. According to the development of the COVID-19 pandemic's related restrictions, the Management Board can decide whether to held the meeting in presence, online or in a hybrid form. This decision will be taken by the Management Board latest 6 months before the planned meeting dates. Venues and dates will be decided by the Management Board at least 6 months in advance.

The organiser of the meeting (i.e. the Member of the Consortium Body hosting the event – referred to as the "chairperson") will prepare a draft of the agenda in agreement with the Coordinator. The agenda should be submitted to the Management Board one month earlier at the latest. In case of online events, the Coordinator will be responsible to prepare the agenda of the event. Exception in this are events that take place exclusively in the Asian Partner Countries. In the latter case, one Member per each Asian country will be appointed during the Management Board Meeting latest 6 months in advance. The agenda shall be considered as accepted if, within 15 calendar days from sending it, no Member has sent an objection in writing to the chairperson with respect to the accuracy of the draft of the minutes.

For meetings and events in presence, the organiser should make sure to supply the dissemination material (SWAP and EU Logos) in a clear manner in the spaces used for the meeting/event.

4 DECISION MAKING PROCEDURES

The decision-making mechanisms to be used may help the partnership to:

a) enhance their participation and engagement. For example, frequent and productive communication enhances satisfaction, participation, interaction, resource mobilization, and implementation;

b) clarify new concepts and connect all the partners, who are interested in the project's success to participate and work on collaborative activities, from WP1 to WP7;

c) activate and enhance the collaborative action by having clear procedures for working together - especially decision-making, clear roles and responsibilities, and communication

4.1 Voting Rules and Quorum

A Management Board (MB) shall not deliberate and decide validly unless two-thirds (2/3) of its Members are present or represented (quorum).

If the quorum is not reached, the chairperson of the MB shall convene another ordinary meeting within 15 calendar days. If in this meeting the quorum is not reached once more, the chairperson shall convene an extraordinary meeting which shall be entitled to decide even if less than 2/3 of the MB Members are present or represented.

Each Member of the MB present or represented in the meeting shall have one vote. Decisions shall be taken by a majority of two-thirds (2/3) of the votes cast in the first ballot. In a second ballot and any subsequent ballots which may be necessary, a simple majority of the votes cast shall be required.

4.2 Veto Rights

A Party which can show that its own work, time for performance, costs, liabilities, intellectual property rights, access rights, share or legitimate interests would be adversely affected by a decision of a Consortium Body may exercise a veto with respect to the corresponding decision or relevant part of the decision. When the decision is foreseen on the original agenda, a Member may veto such a decision during the meeting only. When a decision has been taken on a new item added to the agenda before or during the meeting, a Member may veto such decision during the meeting and within 15 calendar days after the draft minutes of the meeting are sent.

A Party that is not a Member of a particular Consortium Body may veto a decision within the same number of calendar days after the draft minutes of the meeting are sent. When a decision has been taken without a meeting, a Member may veto such decision within 15 calendar days after written notification by the chairperson of the outcome of the vote. In case of exercise of veto, the Members of the related Consortium Body shall make every effort to resolve the matter which occasioned the veto to the general satisfaction of all its Members. A Party may neither veto a decision relating to its identification to be in breach of its obligations nor to its identification as a Defaulting Party. The Defaulting Party may not veto decisions relating to its participation and termination in the consortium

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or the consequences of them. A Party requesting to leave the consortium may not veto decisions relating thereto.

4.3   Minutes of Meetings

The chairperson of a Consortium Body shall produce written minutes of each meeting which shall be the formal record of all decisions taken. The chairperson shall send the draft minutes to all Members within 10 calendar days counting from the date on which the meeting was held. Each Member of a Consortium Body that has attended the meeting, shall have the right to request that a factual inaccuracy be corrected. The minutes shall be considered as accepted if, within 15 calendar days from sending, no Member has sent an objection in writing to the chairperson with respect to the accuracy of the draft of the minutes.

The following schedules are the management board meeting:

Date	Title	Objectives	Results
27 Jan 2021	- Meeting with SWAP EACEA Project Officer, Antonella Giorgio.	- Address each WP for the project partners in each country	- At the progress report stages, report all corrective measures - Curriculum Development projects And basis of the new/revised courses that will be developed under the project at each Partner Country
11 Feb 2021	- 1st MBM SWAP	- Presented the main outcomes of the meeting with the Project Officer, summarising the issues that the Project needs - presented the structure of the Management Manual, focussing particularly on the need to define a structure for the project governance	- Accreditation system and courses to be developed - Project governance structure – Management Manual - Dissemination - Next consortium meeting - Quality Plan - Other various agreement on the project implementation
18 Mar 2021	2nd Management Board and Quality Assurance Committee Meeting	- Discussed on WP5: Quality Assurance Committee Meeting - Progress of WP1 - Communication means	- Quality Assurance Committee - Work Package 1 Progress - Informal communication Channel

22 Apr 2021	3rd Management Board and Quality Assurance Committee Meeting	- Update on submitted deliverables - Progress WP1 - WP5 quality plan - WP6 editorial board	- WP1: agreement made to fill in the questionnaire - Editorial board with social media
20 May 2021	4th Management Board and Quality Assurance Committee Meeting	- Deliverable WP1 - Start of WP2, WP3 and WP4 activities - Advisory board establishment	- Proposal on equipment list - Agreed on dissemination activities planned
17 Jun 2021	5th Management Board and Quality Assurance Committee Meeting	- Projects from partners - WP2, WP3, and WP4 - Update on dissemination activities	- Annual Consortium Meeting The Coordinator will ask the PO the eligibility rules for advertisement costs on the social media platforms.
15 Jul 2021	6th Management Board Meeting	- Annual Consortium meeting (workshop and meetings - Annual consortium meeting (dissemination events)	- Consortium meeting was agreed on 7th Sep 2021 - As agreed in the editorial board meeting, each Southeast Asian Country will organise virtual dissemination events during September
10 Sep 2021	7th Quality Management Board Meeting	- Overview of the progress on the Deliverables, GANTT chart - Definition of Milestones - Quality Control Plan: Evaluation and Feedback of the Workshops held 07th -09th September	- the evaluation form, which is part of the Quality Control Plan - distribution of the workshop materials uploaded in the cloud - Subdividing the Milestones of the project (to - be integrated in D7.2 Management Manual) by Sok Pheak
21 Oct 2021	8th Management Board Meeting	- Feedback from the workshop - feedbacks from the dissemination weeks	- WP5 leader will summarize the main findings of the

		- discussion and setting roles for who develops which content	questionnaires and share it with the partners - Website: assigned each Asian & EU partners to post regularly about solid waste. It can be anything like data, activities, news, articles or etc. - Facebook or Instagram: either post pictures or info graphics about solid waste management in your country - The content for the first round is " The current status of SWM" - List of courses and subjects
25 Nov 2021	9th Management Board Meeting	- Training Hubs and equipment expenditures - Dissemination activities status	- List of equipment sent by the Southeast Asian partners with spending the money for the equipment. the Coordinating Institution can transfer, upon request to Sanbine Herrmann (TUHH administration) additional pre-financing for equipment. - update on the dissemination activities by the WP6 Leader, Mujalin Pholchan. Mujalin Pholchan remind the partners from Cambodia to post on the different dissemination platforms (Website, Facebook and Instagram).

10 Feb 2022	10th Management Board Meeting	- Introduce new team members - WP2 subject lists - Open On-line Learning Management System update - Second internal financial reporting - Dissemination activities status	- The new two TUHH members, Jose Chacon and Selen Asina - Antony Maubach-Howard (TUHH) asks partners from the Asian Universities if the list of subjects (from WP2) is approved to develop the educational material by the European partners - an update of the Open On-line Learning Management System. Hamburg Open Online University is going to host the online learning environment of the Courses developed within SWAP (every material needs to be licensed under CC). - the second internal financing report is due to February 15th 2022 and lists the documents to be sent (emphasis on the official contracts of personal) - An update regarding the dissemination activities done by the universities - Sabine highlighted a joint tendering between two university to purchase equipment
17 Mar 2022	11th Management Board (MB) Meeting	- Educational material - Academic Calendars - HOOU platform update - New proposed deliverable deadlines	- Bachelor's Degree two modules - Master's Degree two modules

Deliverable 7.2 – Management Manual

		- Dissemination activities update	- Teaching Material for TVET - Teaching Material for Informal Workers D3.3 – coordinated by COMPED - T2.4 Accreditation of Educational Material is coordinated by UHST and T3.4 Recognition of TVET Courses is coordinated by CMU - Academic calendars of 6 Asian Universities in Semester 1 (2022) and Semester 2 (2023). - Dissemination of the project's social media platforms included facts and numbers, roadmap and policy, recent technology and future R&D, and motivation post.
21 Apr 2022	12th Management Board Meeting (MBM)	- Update from CMU about TVET courses (Regulations and Laws) - Update from COMPOSTED about teaching materials for informal workers - Update from CMU and UHST about recognition of TVET courses and accreditation of educational material for universities - Update from HUAF and MJU about coordination of public events and raising awareness in young generations	- A report on Solid SWM regulations in Thailand - D3.3 (Educational Products for informal workers should be in 4 languages - the TVET courses through CMU's school of lifelong learning program by Patiroop - TVET's recognition should be communicated to the MoYES - Progress of HOOU - Update progress of Training Hub

		- Update from Eurotraining and IFOA about the upcoming trip in July - Update from our Asian Partners on how the courses can be implemented in the next semester (academia and TVET) - Deliverable 4.4 Training Hubs and Feasibility Studies - Discussion on various topics from TUHH (Hamburg Open Online Platform HOOU, quality meeting, translation of material into local language)	- dissemination activities on Instagram and Facebook.
19 May 2022	13th Management Board Meeting	- Update about advances regarding course Laws and regulations - Update about the coordination of public events and raising awareness in young generations - Update about Trip in July - Couse implemented during the semester by each Asian partners - Update about the platform HOOU - Update about dissemination in social media	- a summary of the laws and regulations in Solid Waste Management (SWM) - Mujalin Pholchan (MJU) briefly informs the partners about the Erasmus Days Event in October - The trip in July were held in Vietnam and in Cambodia - Course implemented, all Asian partners need to be read for adapting and translating the courses - the Creative Common Licences workshop that was given by HOOU in July - TU Hamburg is now in contact with the

Date	Meeting	Agenda	Outcomes
			technical support for the SWAP's official website and updates will be done shortly
16 Jun 2022	14th Management Board Meeting	- Submission of the educational material - Reminders for the next trip Vietnam – Cambodia - Workshop Common Licenses	- Submitted deliverables for quality control such as pre-deadline and post-deadlines - The invitation letters from Cambodia are needed for the visa procedures. - Guideline of training hub send by TUHH - Draft Creative Common License Workshop
25,26 Jul 2022	15th Management Board Meeting	- Discuss about the progress of the project implementation	- Project deliverable submitted so far - Remaining deliverables - Dissemination activities by MJU, including public events by partners - Training Hubs and Guidelines for management of multi-stakeholder governance teams (TUHH) - Material Informal Workers (COMPOSTED) - Educational products reviewed - HOOU Platform - Quality's procedure (POLIBA)
25 Aug 2022	16th Management Board Meeting	- Quality Control - Feasibility studies of the Training Hubs - Dissemination (Erasmus Days) - Social media - Educational material	- Modules to be developed for academia - Teaching material on Sustainable Solid Waste Management for academia

		- Trip to Hamburg	- TVET Course developed by RUA - Contents of feasibility studies of the training hubs - EU partners organized dissemination during the Erasmus Days - Suggest mailing list of the university by MJU - Reminding missing documents of educational materials - Trip to Hamburg, the invitation letter will send by 7th September
15 Sep 2022	17th Management Board Meeting	- Update public events and awareness raising - Update D3.3 Educational Material for informal workers - D2.2 and D3.2 (Course description document - Educational Material for Academia & TVET)	- MJU and CMU hosted a raising awareness event in August - (COMPOSTED) gives the updates on Deliverable 3.3. They are developing the material with the focus of reducing the waste generation and recycling, composting, health, and safety etc. - the agenda of the trip will be sent on the 23rd of September - the course description template will be sent on 18.09.2022.
20 Oct 2022	18th Management Board Meeting	- Discuss progress of dissemination activities - Update Lectures for Academia - Update Lectures for TVET (current status of all courses) - Quality management	- MJU updated dissemination events by each Asian Countries - the missing educational material for academia - Updates on the development of lecture

		- Interim report - Trip to Hamburg	materials for TVET by RUA - the latest updates on the quality procedures. The presentation is uploaded to the cloud under the file WP5. - The **timesheets** (for the financial report) must be filled with the tasks and detailed descriptions. - An **excel sheet** regarding the implementation of the courses in each university needs to be filled out by every Asian partner university.
17 Nov 2022	19th Management Board Meeting	- Update financial progress - Deliverable D3.3 – Educational Material for Informal Workers: In charge: RUA and COMPOSTED - Trip to Hamburg Updates: In charge: EUROtraining - Midterm report - Update on the HOOU (Hamburg Open Online University) Platform and Feasibility Studies	- Sabine Herrmann (TUHH) clarifies key points for the financial report and financial matters and submitted remaining documents to the cloud - Nida (RUA) said that all the reports including D3.3 are uploaded to cloud - updated agenda for the Hamburg trip. - The six partner universities in Asia are expected to make a presentation about the courses - External evaluation started between the 21st and 25th of November and all the documents for the deliverables are needed.

			- Luca Boetti (IFOA) gives a tour on the platform to the partners - D 4.2 The user handbook can be found on the platform - D 4.3 The teacher handbook - D 4.4 The feasibility studies for training hubs
12 Dec 2022	20th Management Board Meeting	- Update informal workers - Improvement of feasibility studies - Discussion about the HOOU platform - Updates on Dissemination events - Milestones and Quality checkout of rest of the documents -	- Jose Chacon (TUHH) informs partners that the document about informal workers is submitted by COMPOSTED. - Luca Boetti (IFOA) give a presentation on feasibility studies. - European Agency expect and official letter (by mid. June). - Jose Chacon (TUHH) informs the partners that the platform is open and after the screening for CC licenses is done. - Jose Chacon (TUHH) reminds the partners that the raising awareness and public events were organized by the partners (HUAF, RUA-UHST-COMPOSTED, TUAF, CMU-MJU). - Jose Chacon (TUHH) reminds the partners that a cover letter for all completed milestones and deliverables must be

			written until the end of January 2023.
19th Jan 2023	21st Management Board Meeting	- Diverse Matters - Updated Management Structure of the Project - Update about Tasks and Deliverables	- Kerstin Kuchta (TUHH) welcomes participants to the Management Board Meeting and asks the participants from Cambodia about the purchase of equipment. - Magdalena Kitzberger (TUHH) gives an update about the management structure. - Deliverables and tasks of each WP gave presentation about their progress.
16th Feb 2023	22nd Management Board Meeting	- Short update about WP progress - Updated Trip to Cambodia – March (UHST) - Trip to Thailand / Cambodia – June (CMU) - Translation of educational material -	- Each WP updated their progress - For the inaugration of Train Hubs and train the trainer events (Thailand and Cambodia) - Check budget for translation.
16th March 2023	23rd Management Board Meeting	- Finances and budget questions - Update on training hub Implementation - Discussion on meeting in Cambodia - Update about work packages	- Sabine Hermann (TUHH) informs about the equipment bought and sendt the information sheet - Luca Boetti (IFOA) asks a question about the over budget for the Thailand/Cambodia trip pertaining to increased flight costs after Covid and whether any additional document is required for it.

			- Magdalena Kitzberger (TUHH) raises question about the possible difficulties faced during the implementation of the training hub - Sok Pheak (UHST) shares details about the Cambodia trip hosted by UHST - Each WP updated their progress
20th Apr 2023	24th Management Board Meeting	- Summary of the Training Hub Meeting in March (UHST/IFOA) - Short update about WP progress - Agenda MBM in Chiang Mai (MJU) - Discussion Agenda Meeting Cambodia (UHST)	- Patiroop Pholchan (CMU) gave a description about the Meeting in March - Improvement of the Educational Material - Nida Yuta (RUA): Reminds Partners to submit their contribution to Deliverable D3.1. Courses to be developed for TVET as soon as possible. - Translation into the national Language of the D4.2 and D.4.3 - Sok Pheak (UHST) – Proposes the Agenda for the Event in Cambodia
25th May 2023	25th Management Board Meeting	- Change of Personal (TUHH) (Anja Bernhardt –Finances) - Travels to Thailand (MJU) - Travels to Cambodia (UHST) - Milestone Reports (TUHH) - Update about WP progress	- The first financial report was handed over to the EU and also to TUHH auditors. - Mujalin Pholchan (MJU); Updated Agenda and participation Lists - Sok Pheak (UHST); Gives an overview of the Agenda of the meeting in Cambodia

Deliverable 7.2 – Management Manual

			- 7 Milestone Reports will be developed throughout the project, one per WP, by the WP leader
20th July 2023	26th Management Board Meeting	- Travels to Thailand Final Meeting (CMU) - Cc Licences for Videos - Update about WP progress - Alternative Day for next MBM	- A competition among students will be held. - Patiroop Pholchan (CMU) also suggests that speakers from each country can discuss problems and challenges regarding SWM (Solid Waste Management) in their respective countries. - Once creating video imperative to ensure that the music used in the video is CC licensed. - D 2.3 Excel sheet has been shared with Sok Pheak, and there has been significant progress in its development. - D 3.1, 3.2, 3.3 and 3.4 - Nida Yutha (RUA) plans to complete it in November
09th August 2023	27th Management Board Meeting	- Financial Aspects - SWAP Award - Update about WP progress	- Anja Bernhardt (TUHH) has conveyed that the commencement of the financial document audit is scheduled for the month of October - Patrioop Pholchan (CMU) explained the results of a poll for a competition, choose their own topics, and for awards…

			- Christina Stamataki (Eurotraining): no new developments to report. - Luca Boetti (IFOA) reported that the revised version of document D 4.5 has been uploaded - Magdalena Kitzberger (TUHH) updates: Next deliverables were explained that are to be submitted (D 2.3, D 3.4, D4.6, D 5.3 and D 6.4).
21st Sept 2023	28th Management Board Meeting	- Project Overview - Update about SWAP Award - Final Evet-Invitation to public event, Invitation letters etc. - Update about WP progress	- Magdalena Kitzberger (TUHH) explains that project timeline should be followed and everything has to be finished by 14th of January, 2024 - External evaluation will take place in the end of November, 2023 which will be a one-day workshop - Patiroop Pholchan (CMU) discussed about the price for winner and inspired for country partner to join this competition - RUA: D3.4 is the ongoing task and team is working on it the

			report will be written by 3rd November, 2023
			- Final financial and content report has to be written which is due in December, 2023 by the end of the project.
19th Oct 2023	29th Management Board Meeting	- Update about SWAP Award - Final Event - Milestone Reports - Final Report - Update about WP progress	- Pimluck Kijjanapanich (CMU) explains the rules set for the competition that will take place on 9 th January, 2024. - Partner from Cambodia and Vietnam can join the competition - Winner's award was discussed. - Magdalea Kitzerger (TUHH) asks to register for the event through the email from Pimluck Kijjanapanich. - Magdalea Kitzerger (TUHH) emphasizes that work package leaders have to write a milestone achievement report. Its draft is available in Quality Control plan. - The report is required for WP 2,3,4 & 5. The deadline for

Deliverable 7.2 – Management Manual

			submission of this report is March, 2024.
			- Luca Boetti (IFOA) reminds the timeline for D4.6 which is by the end of October.
			- External Evaluation will take place from 20th to 21st of November, 2023.

5 DOCUMENTATION AND RECORDS

5.1 Keeping records

Each partner must — for a period of five years after the payment of the final balance — keep records and other supporting documentation in order to prove the proper implementation of the action and the costs they declare as eligible. The documents need to be the original documents. They must make them available upon request or in the context of checks, reviews, audits or investigation. Mandates, Partnership agreements, Joint Declarations, Timesheets, Individual Travel Reports must be sent to the Coordinator in Original form. As for the other documents, the beneficiaries must keep the original documents. Table 2 provides an overview of the records and supporting documentation needed for possible checks, reviews, audits or investigation.

Table 2. Overview of records needed to be kept.

Cost Category	Documents	Original	Notes
Staff Costs	**Joint Declaration (JD)**	send to TUHH	must be duly filled in and signed
	Timesheet (TS)	send to TUHH	must be duly filled in and signed
	formal employment contract	keep at home institution	certified copy must be send to TUHH
	evidences of declared workload	keep at home institution, send scan to TUHH	- Attendance/participation list - Certificate of Attendance - Agendas - Tangible outputs/products - Minutes of meetings - salary slips, …
Travel Costs and Costs of Stay	**Individual Travel Report (ITR)**	send to TUHH	must be duly filled in and signed
	formal employment contract	keep at home institution	certified copy must be send to TUHH

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	evidences that travel took place and traveller attended meeting	keep at home institution, send scan to TUHH	- Travel tickets, boarding cards - Invoices, Receipts - Proof of attendance in meeting (attendance lists, certificates,…) - Agendas, presentations - Tangible outputs/products - minutes of the meeting, photos
Equipment	invoices and proof of payment	keep at home institution, send scan to TUHH	
	proofs of tendering procedure (if > EUR 25.000 and < EUR 144.000)	keep at home institution, send scan to TUHH	tendering procedure and three quotations from different suppliers
	proof that equipment is recorded in inventory of the institution	keep at home institution, send scan to TUHH	
Subcontracting	invoices, subcontract and proof of payment	keep at home institution, send scan to TUHH	
	proofs of tendering procedure (if > EUR 25.000 and < EUR 144.000))	keep at home institution, send scan to TUHH	tendering procedure and three quotations from different suppliers
	tangible outputs/products	keep at home institution, send scan to TUHH	

5.2   Central documentation repository

All administrative and project-related documents should be shared with the project members and be uploaded in the Cloud repository made available on the servers of the Coordinator´s institution. The Project´s folder on the TUHH Cloud serves as a place of exchange and storage of all project related

documents and files. Unless otherwise specified in writing by the Coordinator, all files are to be kept confidential and their distribution to members external to the project´s Consortium is not allowed.

Files and documents to be uploaded are, for instance:

- Presentations
- Deliverables
- Minutes
- Agendas of meetings
- Pictures

Each document has to be uploaded in the folder it refers to (see picture below). The WP Leaders are entitled to create subfolders for a clearer distribution of the stored files.

The access link is: https://cloud.tuhh.de/index.php/s/cCCTqBajGLAJbCx and the password: SWAPe+2021.
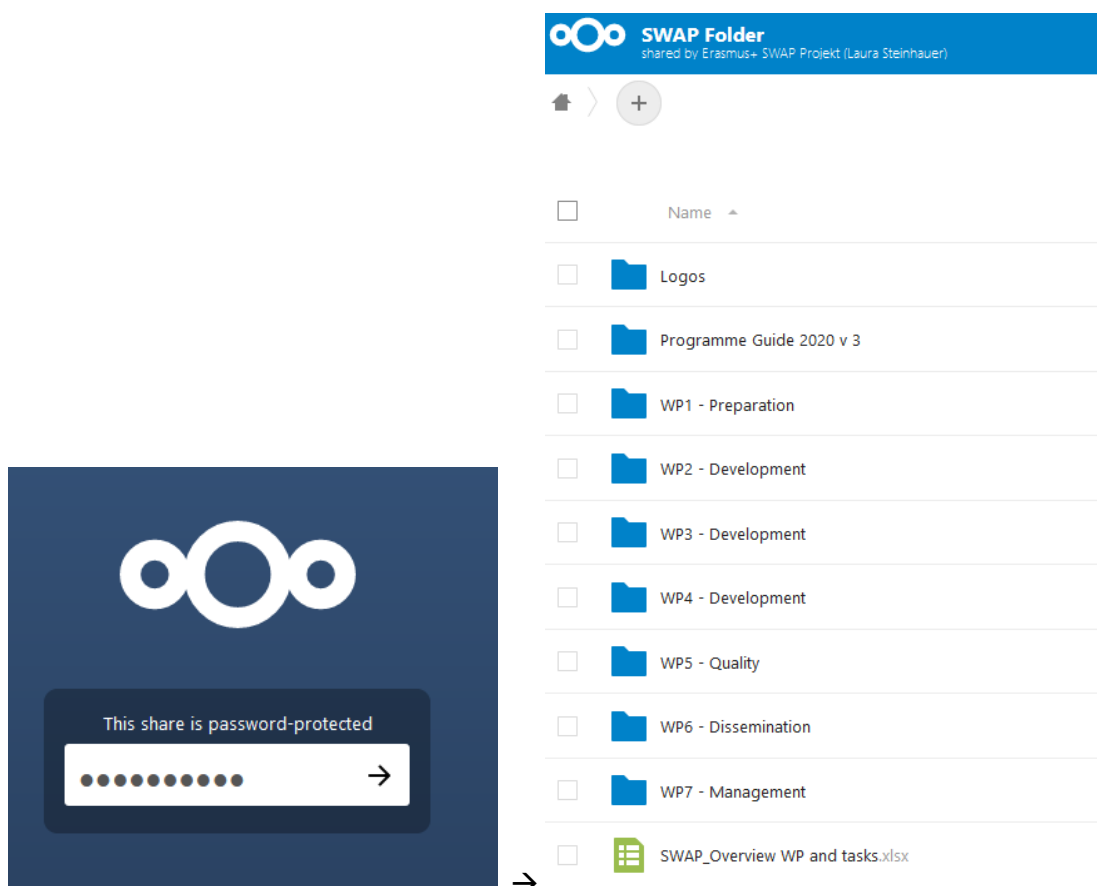
6 COMMUNICATION TOOLS AND DISSEMINATION

6.1 Internal communication

In order to successfully reach the project's target audience, relevant dissemination & communication tools and channels must be defined and used. By tools we understand any and all material supports to present the project (its objectives, content and results) to an external audience, while by channels we are referring to all media through which project information is conveyed to the target audience. For these we can also distinguish between Internal and External.

Both Social Media and Mailing Lists are considered Internal and External, as the project will use its channels, and partners will further disseminate news and information through their own social media feeds and mailing lists. The international communication among the SWAP consortium is used SWAP Telegram Group for any urgent tasks needed.

6.2 External communication and dissemination

The project dissemination milestones were divided into 3 phases from the year 2021-2024. Phase 1 (year 2021-2022) aims to establish and initiate activities for SWAP promotion. Phase 2 (year 2022-2023) focuses on the process, project and activity improvement, people development, and better communication. Phase 3 (year 2023-2024) aims ensure the project's sustainability, implementation of activities such as training hubs, future governance models and policies for sustainable management of solid waste in the region), and building and expansion of network and collaborations (Figure 2).
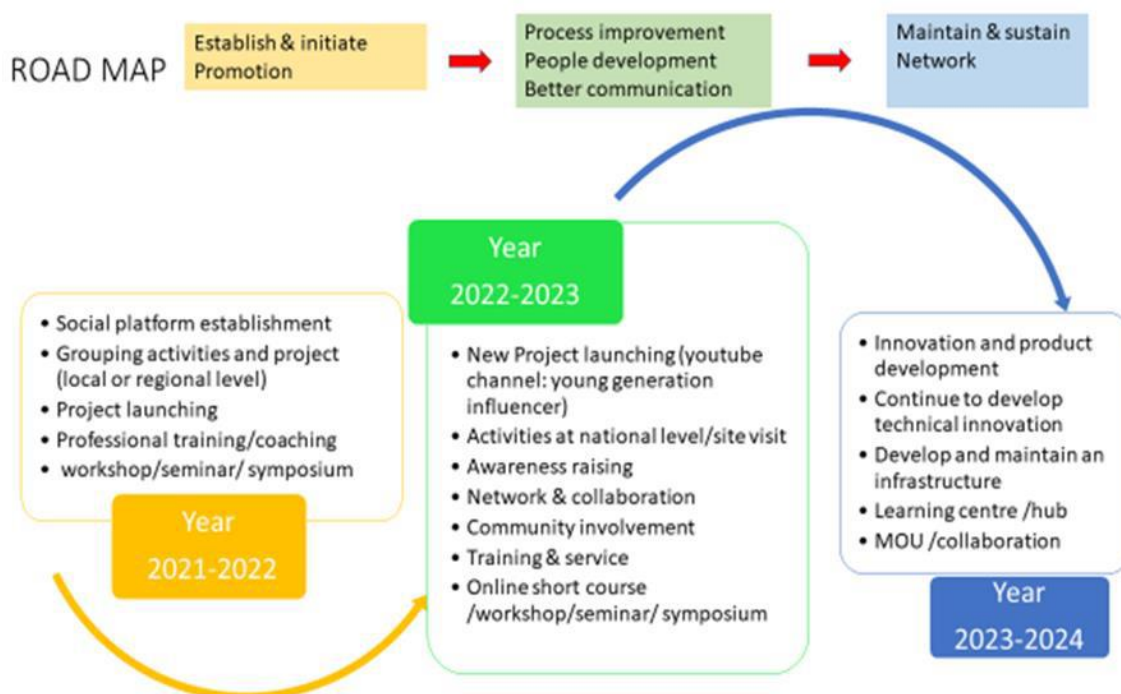
Figure 2: Dissemination Road Map from Year 2021-2024

To effectively reach our target audiences and gather relevant information to fulfil the communication aims, the editorial board is set up (Figure 3). This group is responsible for making a decision on the website and other channels development, acting as the administrators for updating information on the website and other channels, updating the upcoming events, keeping up all project activities, gathering photos or materials, and bringing back the feedback and language translation to the local targets in South-East Asian countries such as Thailand, Cambodia, and Vietnam.
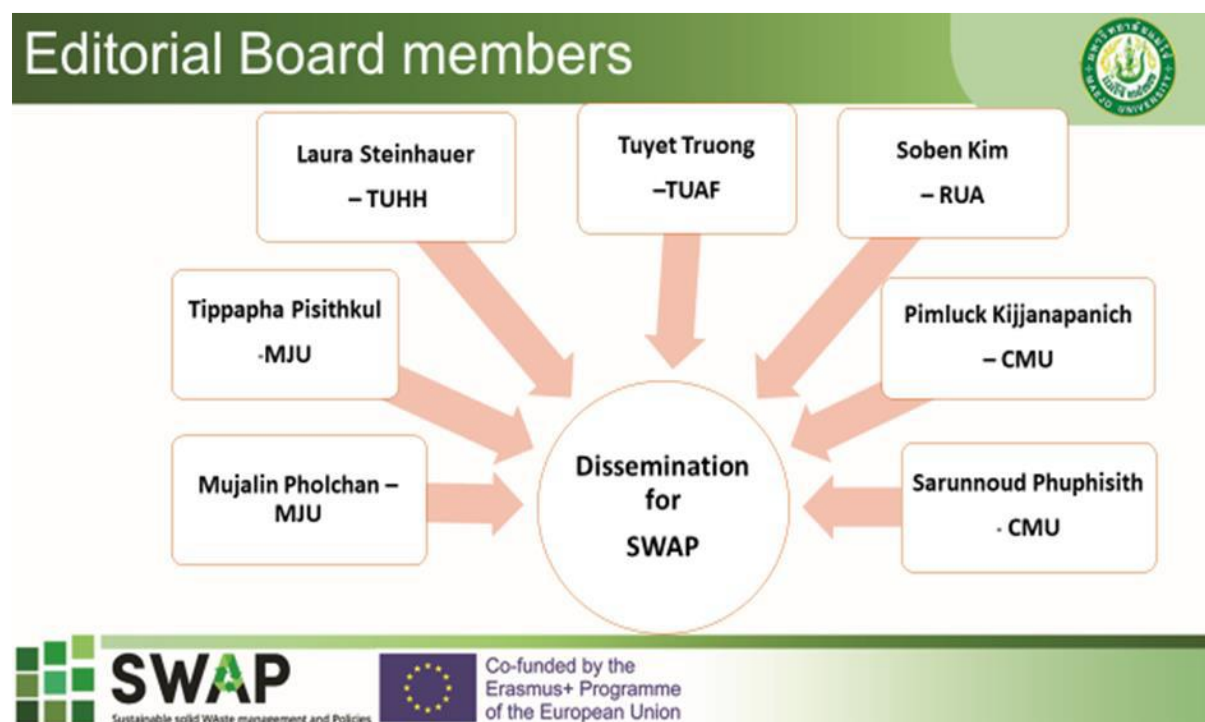
Figure 3: Editorial board members for SWAP dissemination project

The communication and dissemination target audiences from local, national, and European levels are defined as follows: academic communities, citizens, business/industry, cities.

Figure 4: Communication and dissemination targets

The overview of the dissemination activities has been implemented by the project partners and which significantly contributed in transmitting information about the project results detailed in Deliverable 6.1. The dissemination activities are identified according to the following categories as follows:

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Dissemination tools	
Social media platform	Website
	Social networking (Facebook, LinkedIn)
	Microblogging (Twitter)
	Photo sharing (Instagram)
	Video sharing (YouTube, Facebook Live)
Electronic materials	Teaching and learning materials (Template for PPT, report)
	Training materials (Flyer, Posters, Roll-ups, etc.)
	Newsletter
	Logos
Events	Exhibition
	Training
	Fair
	Conference
Communication campaign	Radio
	Video
	Film

6.3   Rules for disseminating the project´s image

Use of SWAP and EU Logo

At the beginning of the project a SWAP visual identity has been created by defining a colour palette, set of fonts and logos for the project. The logo is available in different resolutions and formats to print or use in electronic media.

SWAP logo and project acronym are the most important elements for the identity of the project, thus essential features for project promotion and dissemination. They recall the need for transnational cooperation in the field.

The logo will be incorporated by all the consortium members into all materials of the project, from the **website to leaflet, publications and reports.**

In addition, **a PowerPoint presentation template and a Word template** for project deliverables have been created for the partners' use, in order to ensure a consistent visual identity throughout the project's lifecycle.

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Use of the dissemination material templates of deliverable 6.3 (templates for minutes, report, presentations, posters and roll ups)

A set of promotional materials for the project have been created to be distributed through various channels for publicity. Partners have funds available in the project budget to print these.

They will aim to attract the attention of the project target audience and increase the impact of project results by attracting people to SWAP events, capacity building activities and networking meetings.

7 WORK PLAN

7.1 Deliverables

WP	DELIVERABLE	TASKE	Deadline date
WP1 HUAF	D1.1 Education on solid Waste Management. The cases of Vietnam, Cambodia and Thailand. D2.2 teaching material on Sustainable Solid Waste Management of academia. D4.4 Training Hubs Feasibility studies. D4.6 Report on implementation and functioning of training hubs	T1.1: Inventory of currently offered teaching and training in Partner Countries.	(M1-M4)
		T1.3: Inquiring private stakeholders for their specific expectations from graduates´ knowledge and skills.	(M2-M4)
		T1.4 Defining gaps and improvement options for tertiary and academic education	(M3-M4)
		T1.6: Mapping current collaborations between Universities and waste management companies	((M1-M4)
		T2.1 Definition and development of new or to be adapted educational products	(M5-M15)
		T2.2: Academic staff training	(M16; M23)
		T2.3: Implementation of the educational products and monitoring for its quality assurance	(M11-M36)
		T2.4: Accreditation of the developed educational products	(M25-M35)
		T4.1: Implementation of an Open Online Learning Management System	(M5-M18)
		T4.2: Implementation of "Training Hubs for Sustainable Solid Waste Management and Policies	(M11-M30)
		T4.3: Implementation of "Multi-stakeholder governance teams:	(M21-M36)
		T5.2: Quality continuous monitoring	(M4-M36)
		T5.3: Quality Assurance Committee Meetings	(M3; M8; M16; M23; M29)
		T6.1: Dissemination plan	(M1-M4)
		T6.2: SWAP website implementation and maintenance	(M3-M36)
		T6.3: Promotional material and digital activities including social media and multimedia.	(M2-M36)
		T6.4: Public events	(M18; M29; M36)
		T6.5: Raising awareness in young generations	(M18; M24; M29; M35)
		T6.6: Implementation of sustainability and exploitation plan	(M31-M34)
		T7.1: Management of project start-up and progress	(M1-M36)
		T7.2: Financial administration of the project and reporting	(M1-M36)
		T7.3: Internal communication and conflict resolution	(M1-M36)
	D2.1 Modules to be developed for academia. D5.2 Risk management and mitigation	T1.2: Identification of similar educational offers in Programmed Countries and definition of the Best Practices	(M1-M4)
		T1.4 Defining gaps and improvement options for tertiary and academic education.	(M3-M4)
		T2.1: Definition and development of new or to be adapted educational products	(M5-M15)
		T2.2: Academic staff training	(M16; M23)
		T2.3: Implementation of the educational products and monitoring for its quality assurance	(M11-M36)
		T3.1: Development of TVET products and qualifications	(M5-M15)

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WP2 EURO TRAINING		T3.2: Train-the-trainer sessions	(M16; M23; M26-M27)
		T3.3: Implementation, monitoring and improvement of TVET products and qualifications	(M14-M33)
		T4.1: Implementation of an Open Online Learning Management System	(M5-M18)
		T4.2: Implementation of "Training Hubs for Sustainable Solid Waste Management and Policies	(M11-M30)
		T4.3: Implementation of "Multi-stakeholder governance teams	(M21-M36)
		T5.2: Quality continuous monitoring	(M4-M36)
		T5.3: Quality Assurance Committee Meetings	(M3; M8; M16; M23; M29)
		T6.1 Dissemination plan	(M1-M4)
		T6.2: SWAP website implementation and maintenance	(M3-M36)
		T6.3: Promotional material and digital activities including social media and multimedia	(M2-M36)
		T6.4: Public events	(M18; M29; M36)
		T6.6: Implementation of sustainability and exploitation plan	(M31-M34)
		T7.1: Management of project start-up and progress	(M1-M36)
		T7.2: Financial administration of the project and reporting	(M1-M36)
		T7.3: Internal communication and conflict resolution	(M1-M36)
WP3 RUA	D1.1 Education on waste management D3.1 Courses to be developed for TVET. Responsibility D3.2. training material on Sustainable Solid waste management for TVET. D3.3. Educational products for informal workers. D3.4 Improvement of the developed training products D7.2 Management Manual. Responsibility	T1.1: Inventory of currently offered teaching and training in Partner Countries	(M1-M4)
		T.1.3 Inquiring private stakeholders for their specific expectation from graduates knowledge and skill	(M2-M4)
		T1.4:Defining gaps and improvement options for tertiary and academic education	(M3-M4)
		T1.6mapping current collaborations between universities and waste management companies	(M1-M4)
		T2.1Definition and development of new or to be adapted education products	(M5-M15)
		T2.2 Academic staff training	(M16-M23)
		T2.3 Implementation of the educational products and monitoring for it quality assurance	(M11-M36)
		T2.4Accreditation of the developed education products	(M25-35)
		T3.1. development of TVET products and qualifications	(M5-M15)
		T3.2 Train the trainer sessions	(M26-27)
		T3.3 Implementation, monitoring and improvement of TVET products and qualification	(M14-M33)
		T3.4 Preparation for approval and recognition of the new TVET qualifications.	(M31-M36)
		T4.1 Implementation of online learning Management System.	(M5-M18)
		T4.2 Implementation of" training Hub for Sustainable Solid Waste Management and policies	(M11-M30)
		T4.3 Implement of "multi-stakeholder governance team"	(M21-M36)

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		T5.2 Quality continuous monitoring	(M4-M36)
		T5.3 Quality assurance committee meeting	(M3,M8,M16, M23,M29)
		T6.1 Dissemination plan	(M1-M4)
		T6. 3 Promotional material and digital activities including social media and multimedia	(M18, M29, M35)
		T6.4 Public events	(M18, M29, M36)
		T6.5 Raising awareness in young generations.	(M18, M29, M35)
		T6. 6 Implementation of a sustainability and exploitation plan	(M31-M34)
		T7.1 Management of project start-up and progress	(M1-M36)
		T7.2 Financial administration of the project and reporting	(M1-M36)
		T7.3 Internal communication and conflict resolution	(M1-M36)
WP4 IFOA	D4.1 Open On-line Learning Management System. D4.2 User handbook. D4.3 Course designer handbook D4.5 Guidelines for management of multi-stakeholder governance teams D4.6 Report on implementation and functioning of training hubs	T1.2: Identification of similar educational offers in Programmed Countries and definition of the Best Practices	(M1-M4)
		T1.4: Defining gaps and improvement options for tertiary and academic education	(M3-M4)
		T3.1: Development of TVET products and qualifications	(M5-M15)
		T3.3 Implementation, monitoring and improvement of TVET products and qualification.	(M14-M33)
		T4.1 Implementation of online learning Management System	(M5-M18)
		T4.2 Implementation of" training Hub for Sustainable Solid Waste Management and policies	(M11-M30)
		T4.3 Implement of "multi-stakeholder governance team"	(M21-M36)
		T5.2 Quality continuous monitoring	(M4-M36)
		T5.3 Quality assurance committee meeting	(M3,M8,M16, M23,M29)
		T6.1 Dissemination plan	(M1-M4)
		T6.2 SWAP website implementation and maintenance	(M3-M36)
		T6. 3 Promotional material and digital activities including social media and multimedia	(M2-M36)
		T6.4 Public events	(M18, M29, M36)
		T6. 6 Implementation of a sustainability and exploitation plan	(M31-M34)
		T7.1 Management of project start-up and progress	(M1-M36)
		T7.2 Financial administration of the project and reporting	(M1-M36)
		T7.3 Internal communication and conflict resolution	(M1-M36)
	D5.1 Definition, sharing and implementation of the quality plan. D5.3 Quality Assurance	T1.2 Identification of similar educational offers in Programmed Countries and definition of the Best Practices.	(M1-M4)
		T1.4: Defining gaps and improvement options for tertiary and academic education	(M3-M4)
		T2.1: Definition and development of new or to be adapted educational products	(M5-M15)
		T2.2: Academic staff training	(M16; M23)

WP5 POLIBA	Committee Meetings D7.5 Internal Communication Plan	T2.3: Implementation of the educational products and monitoring for its quality assurance	(M11-M36)
		T3.1: Development of TVET products and qualifications	(M5-M15)
		T3.2: Train-the-trainer sessions	(M16; M23; M26-M27)
		T3.3: Implementation, monitoring and improvement of TVET products and qualifications	(M14-M33)
		T4.1: Implementation of an Open Online Learning Management System	(M5-M18)
		T4.2: Implementation of "Training Hubs for Sustainable Solid Waste Management and Policies	(M11-M30)
		T4.3: Implementation of "Multi-stakeholder governance teams	(M21-M36)
		T5.1: Definition, sharing and implementation of the quality plan	(M1-M3)
		T5.2: Quality continuous monitoring	(M4-M36)
		T5.3: Quality Assurance Committee Meetings	(M3; M8; M16; M23; M29)
		T6.1: Dissemination plan	(M1-M4)
		T6.2: SWAP website implementation and maintenance	(M3-M36)
		T6.3: Promotional material and digital activities including social media and multimedia.	(M2-M36)
		T6.4: Public events	(M18; M29; M36
		T6.6: Implementation of sustainability and exploitation plan	(M31-M34)
		T7.1: Management of project start-up and progress	M1-M36)
		T7.2: Financial administration of the project and reporting	(M1-M36)
		T7.3: Internal communication and conflict resolution	(M1-M36)
WP6 MJU	D4.4 Training Hubs Feasibility studies. D4.6 Report on implementation and functioning of training hubs. D6.1 Dissemination plan D6.4 Sustainability and exploitation plan	T1.1: Inventory of currently offered teaching and training in Partner Countries	(M1-M4)
		T1.4: Defining gaps and improvement options for tertiary and academic education	(M3-M4)
		T1.6: Mapping current collaborations between Universities and waste management companies	(M1-M4)
		T2.1: Definition and development of new or to be adapted educational products	(M5-M15)
		T2.3: Implementation of the educational products and monitoring for its quality assurance.	(M11-M36)
		T2.4: Accreditation of the developed educational products	(M25-M35)
		T4.1: Implementation of an Open Online Learning Management System	(M5-M18)
		T4.2: Implementation of "Training Hubs for Sustainable Solid Waste Management and Policies	(M11-M30)
		T4.3: Implementation of "Multi-stakeholder governance teams	(M21-M36)
		T5.2: Quality continuous monitoring	(M4-M36)
		5.3: Quality Assurance Committee Meetings.	(M3; M8; M16; M23; M29)
		T6.1: Dissemination plan	(M1-M4)

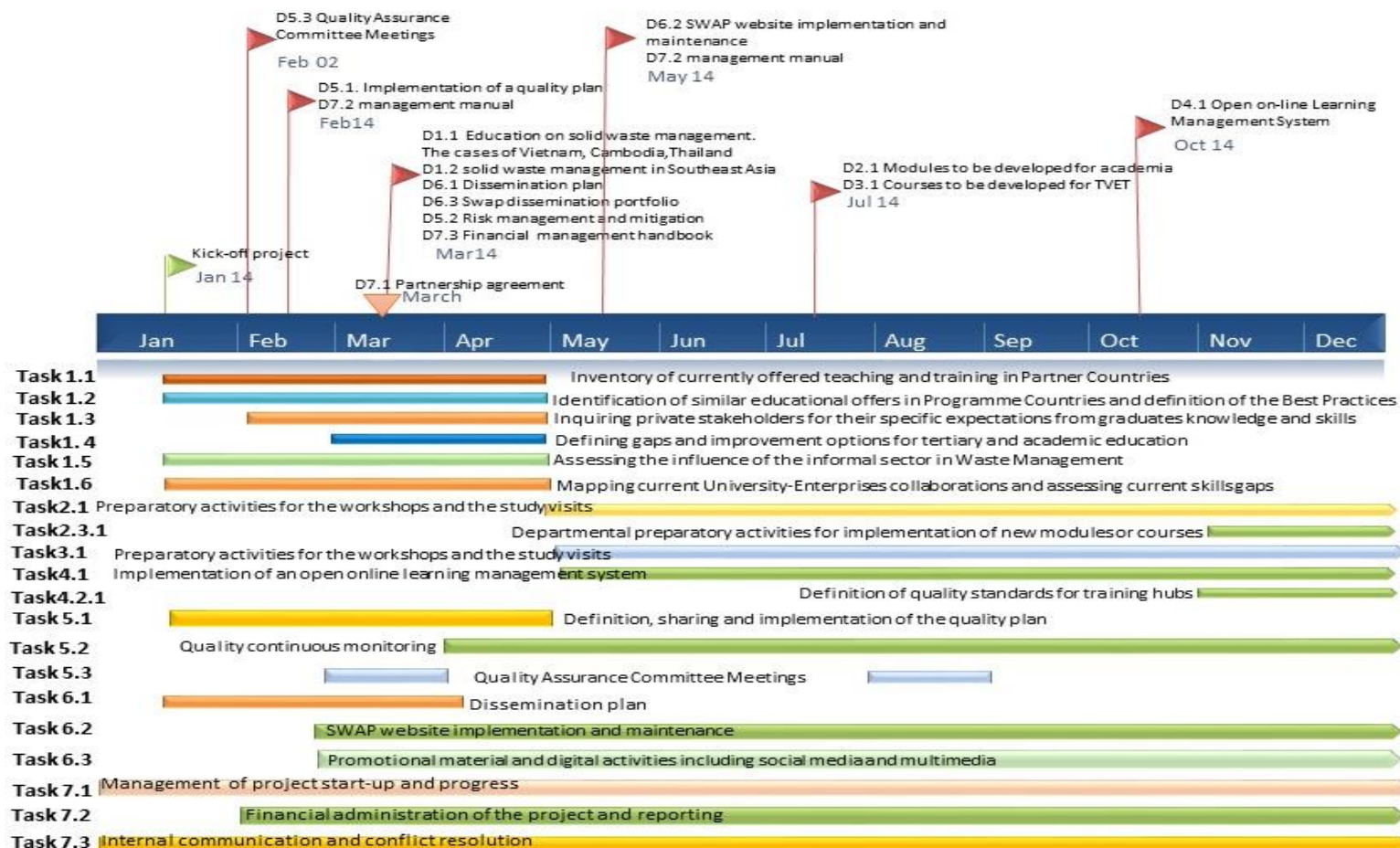|		T6.2: SWAP website implementation and maintenance	(M3-M36)
		T6.3: Promotional material and digital activities including social media and multimedia.	M2-M36)
		T6.4: Public events	(M18; M29; M36
		T6.6: Implementation of sustainability and exploitation plan	(M31-M34)
		T7.1: Management of project start-up and progress	(M1-M36)
		T7.2: Financial administration of the project and reporting	(M1-M36)
		7.3: Internal communication and conflict resolution	M1-M36)
WP7 TUHH	D4.1. Open On-line Learning Management System. D5.4 External evaluator report. D6.2 SWAP website D7.1 Partnership Agreement. D7.3 Financial management handbook	T1.2: Identification of similar educational offers in Programmed Countries and definition of the Best Practices	(M1-M4)
		T1.4 Defining gaps and improvement options for tertiary and academic education.	(M3-M4)
		T2.1: Definition and development of new or to be adapted educational products	(M5-M15)
		T2.2: Academic staff training	(M16; M23)
		T3.1: Development of TVET products and qualifications	(M5-M15)
		T3.2: Train-the-trainer sessions	(M16; M23; M26-M27)
		T3.3: Implementation, monitoring and improvement of TVET products and qualifications	(M14-M33)
		T4.1: Implementation of an Open Online Learning Management System	(M5-M18)
		T4.2: Implementation of "Training Hubs for Sustainable Solid Waste Management and Policies	(M11-M30)
		T4.3: Implementation of "Multi-stakeholder governance teams	(M21-M36)
		T5.2: Quality continuous monitoring	(M4-M36)
		T5.3: Quality Assurance Committee Meetings	(M3; M8; M16; M23; M29)
		T5.4: External evaluator	(M18; M35)
		T6.1 Dissemination plan	(M1-M4)
		T6.2: SWAP website implementation and maintenance	(M3-M36)
		T6.3: Promotional material and digital activities including social media and multimedia	(M2-M36)
		T6.4: Public events	(M18; M29; M36)
		T6.6: Implementation of sustainability and exploitation plan	(M31-M34)
		T7.1: Management of project start-up and progress	(M1-M36)
		T7.2: Financial administration of the project and reporting	(M1-M36)
		T7.3: Internal communication and conflict resolution.	(M1-M36)

Figure 5: List of deliverables, deadlines, responsible institutions

7.2   Milestone

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Milestone 1st Year: 2021

Milestone 2nd Year: 2022

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Milestone 3rd Year: 2023

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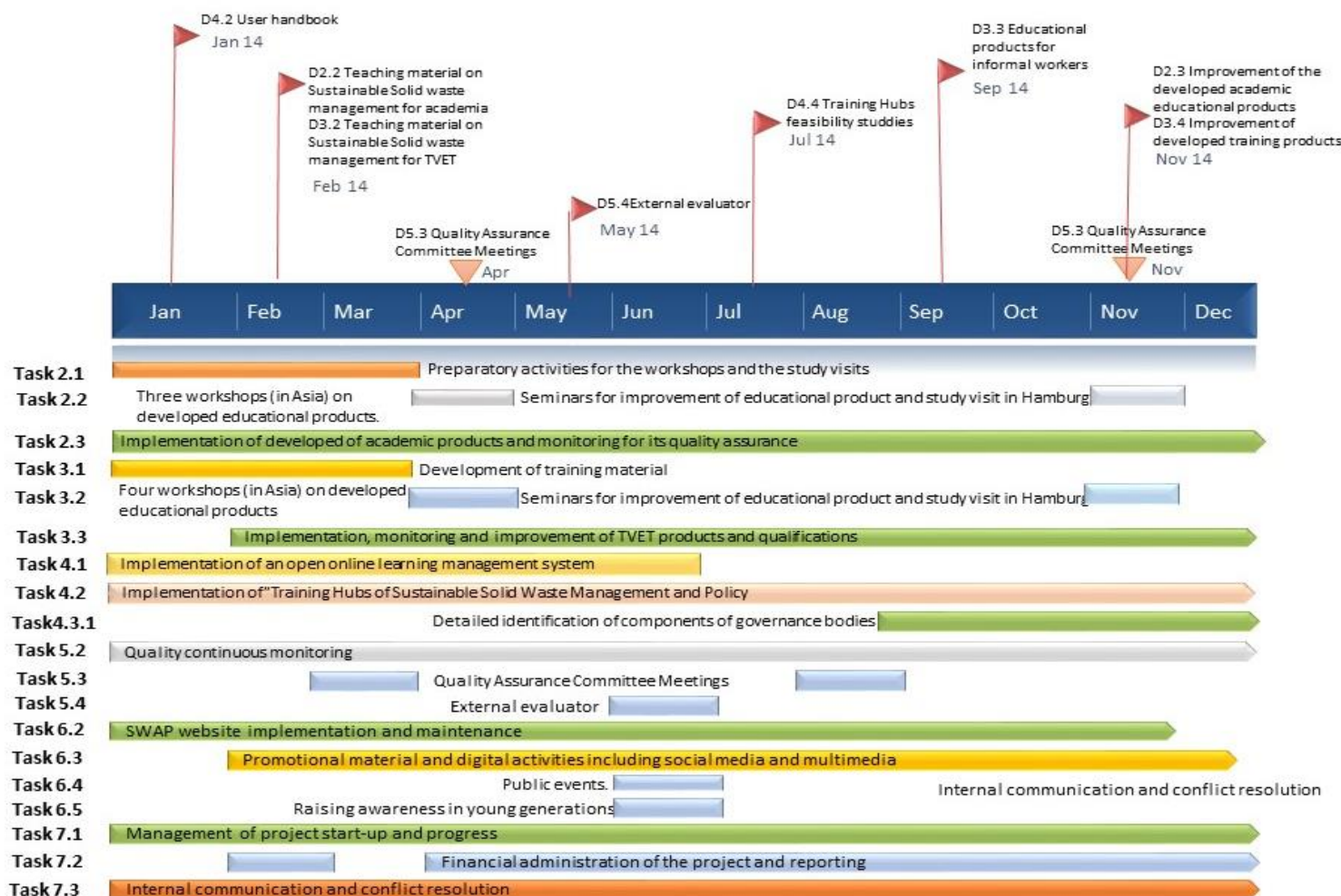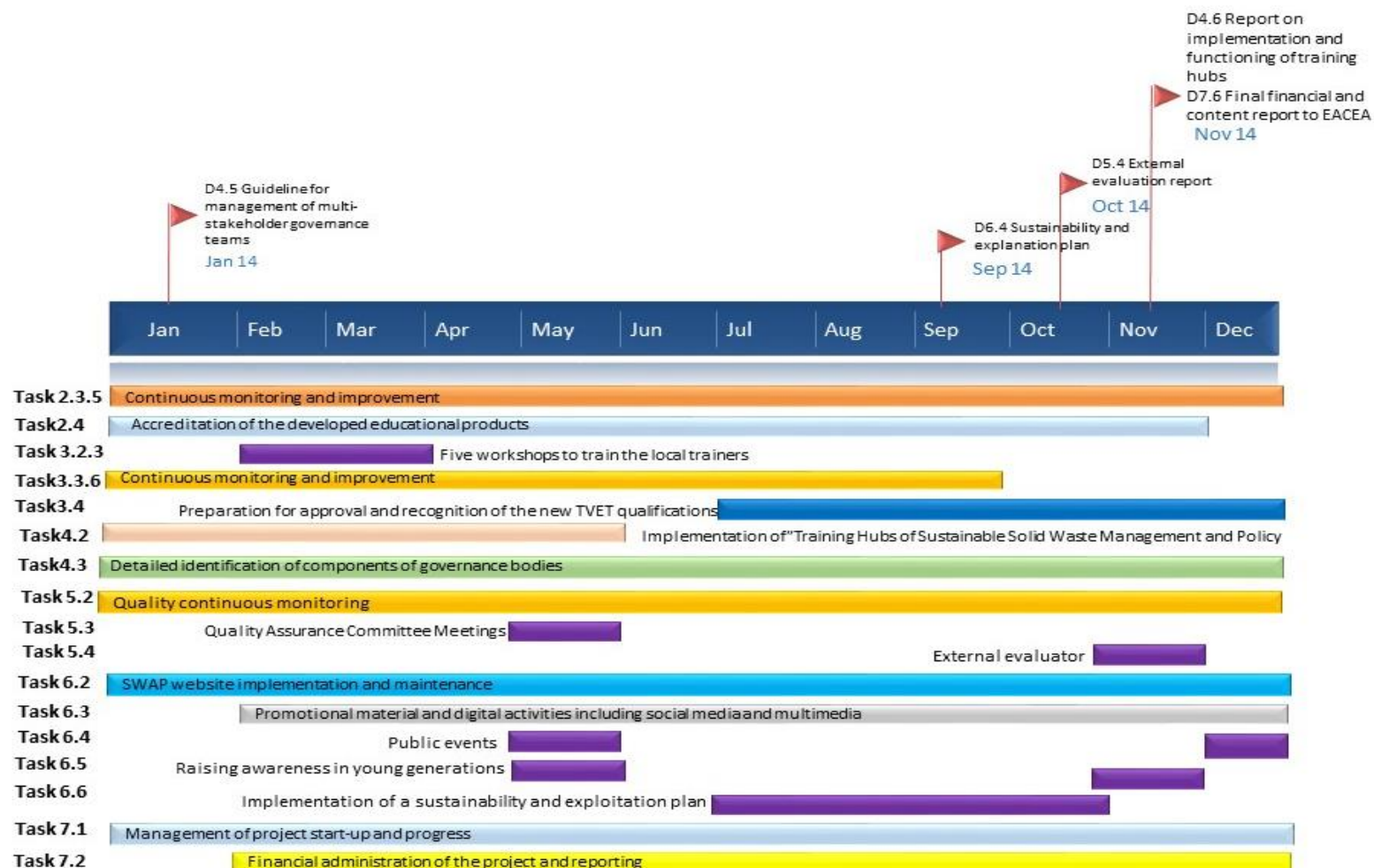
8. Logical Framework Matrix

Wider Objective: *What is the general objective, to which the project will contribute?*	Indicators of progress: *What are the key indicators related to the wider objective?*	How indicators will be measured: *What are the sources of information on these indicators?*	
Contribute and support in building capacity at tertiary level and support training addressed to the vulnerable group of informal waste practitioners, improving working conditions, entrepreneurship and employability of university graduates of the HEIs from Southeast Asia in the sector of sustainable solid waste management	- number of new students/trainees in each Partner Country HEI participating at the newly developed or modernised courses - students/trainees expressing a factual will of starting a business in the SWM sector - increase in number of informal workers taking training courses - number of students being employed in the sector within three years from graduation	- Feedback from HEIs involved in the SWAP Project. - Feedback from Associate Partners being representatives of the private waste management sector.	

Specific Project Objective/s: *What are the specific objectives, which the project shall achieve?*	Indicators of progress: *What are the quantitative and qualitative indicators showing whether and to what extent the*	How indicators will be measured: *What are the sources of information that exist and can be collected? What are the methods required to get this information?*	Assumptions & risks *What are the factors and conditions not under the direct control of the project, which are necessary to achieve these objectives? What risks have to be considered?*	How the risks will be mitigated:

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project's specific objectives are achieved?

1. Developing new training and teaching programmes addressing the issue of sustainable solid waste management and integrating technical education with training sessions addressing business start-up in the field of solid waste management.

2. Implementing measures and inclusion policies for the informal sector, namely involving this target group to safer and healthier work practices and introducing them to newly developed TVET products.

1. Quantitative: number of new students in each Partner Country HEI participating at the newly or modernised courses. number of students in each Partner Country HEI expressing a factual will of starting a business in the waste management sector. Qualitative: Completed academic curricula. Start-up businesses are competitive.

2. Quantitative: number of training courses attended from at least a defined number of workers from each Partner Country. Qualitative: Better

1. Feedback from Universities on new students. Contact keeping with Alumni, inviting them to share their experiences in the Alumni associations of the respective HEI, after they completed their studies.

2. Feedback from TVET HEI and NGOs on new training courses addressed to informal workers every year and number of interested people in new training activities representing this target group.

3 and 4: Feedback from trainers involved in the training phase on the response they receive from their trainees.

The assumptions not under direct control of the project, necessary to achieve these objectives are:

- Partner´s interest remains high until the end and beyond the project;

- All partners are inclined to improve their currently offered courses to meet the needs of enterprises in the sector;

- A strategic and political will to implement and sustain training centres (Training Hubs) for Sustainable Solid Waste Management exists in target countries.

Risks not under direct control of the consortium are related to

Should those risks, which are not under direct control of the Consortium, represent a hindrance for the accomplishment of the project´s specific objectives, possible tasks re-allocations will be agreed from the MB.

3. Setting up Training Hubs that can be used also beyond the project´s closure.

4. Establishing the TVET products focused on sustainable solid waste management within the activities of newly established "Training Hubs for Sustainable Solid Waste Management and Policies".

5. Institute sustainable synergies and links with the stakeholders in the private sector in order to fulfil their need in specialised personnel handling post-consumer material, training needs and enhancing the employability of university graduates.

operational skills; increased environmental awareness.

3 and 4. Quantitative: number of trainers from each Partner Country HEI participating at the training sessions; number of participants at the training activities. Qualitative: ability to differentiate training products depending on the target group; increased working skills/health and environmental protection measures.

5. Quantitative: number of accesses and new registrations to the experts database. Number of students graduating each year and finding job in the sector within three years Qualitative: increase of employment of graduate

5. Feedback from Universities on graduation rate of students. Contact keeping with Alumni, inviting them to share their experiences in the Alumni associations of the respective HEI, after they completed their studies. Feedback from users of the database.

6 and 7. Feedback from HEIs involved in the SWAP Project.

possible economical and/or socio-political instability.

For Cambodia (medium): suspension by the EU of preferential access to EU markets under the Everything But Arms (EBA) scheme, in response to the government's crackdown on the political opposition, or forecasts saying that Cambodia's economic dependence on China will grow over the next five years.

For Thailand (low): national elections February 2019.

For Vietnam (low): anti-corruption efforts will continue to pose a risk to political stability throughout 2019-2023, even if a breakdown of the one-party system remains highly unlikely.

6. Endorsing continuous cooperation, exchange of know-how and good practices between the Southeast Asian region between EU and Southeast Asian HEIs.

7. Disseminating project results and sustainability concepts in the field of solid waste management to the general public and the society at large, involving in the dissemination process also school students and their relatives.

students in the SMW sector; increased interactions with experts through the database.

6. Quantitative: number of higher education institutions joining the Partnership; increasing number of MoUs signed between HEIs and industrial partners. Qualitative: cooperation activities carried out in the field of SWM.

7. Quantitative: new students in each Partner Country HEI participating at the newly developed or modernised courses; estimates on waste generation. Qualitative: Positive perception of the management/valorisation waste issue in the wider society.

Deliverable 7.2 – Management Manual

Outputs (tangible) and Outcomes (intangible): *Please provide the list of concrete DELIVERABLES - outputs/outcomes (grouped in Work packages), leading to the specific objective/s.:*	Indicators of progress: *What are the indicators to measure whether and to what extent the project achieves the envisaged results and effects?*	How indicators will be measured: *What are the sources of information on these indicators?*	Assumptions & risks *What external factors and conditions must be realised to obtain the expected outcomes and results on schedule?*	How the risks will be mitigated:
WP1 - D1.2 Solid Waste Management in Southeast Asia: What does the industry expect? **WP2** - D2.1 Modules to be developed for academia. - New and improved academic educational products. **WP3** - D3.1 Courses to be developed for TVET. - D3.3 Educational products for informal workers. - New and improved TVET educational products	- Number of training courses delivered vs. proposed. - Expected number of participants to training/teaching courses - Positive internal and external project´s quality evaluations - Timely achievement of the milestones and delivery of deliverables on the due dates - High rate of utilisation of the OOLMS and of the database of experts	- Feedback from HEIs involved in the SWAP Project. - Internal communication means as well as continuous communication with external quality evaluator and responsible officer at EACEA. - Statistics of utilisation of the SWAP platform from the platform itself.	**Assumptions** - Promotional and dissemination activities, including those carried out in WP6, raise sufficient awareness towards programmes and opportunities offered by Training Hubs in due advance. - Partners are also willing to expand the capabilities of their staff in the field of sustainable waste management and policies. - Representatives of the informal sector are willing to participate to the planned workshops. **Risks**	- The most important sections needing translation services will be first delivered, so to mitigate the risk of not having key outputs translated in due time. - Continuous internal communication to prove willingness to cooperate and motivate each Partner´s participation. - Commitment of Partner Countries HEIs to get in contact with more private stakeholders. Possible feedback also from EU private stakeholders so to set a baseline of expectations from the industries in the sector.

Deliverable 7.2 – Management Manual

WP4

- D4.1 Open On-line Learning Management System.
- D4.3 Course designer handbook.
- D4.5 Guidelines for management of multi-stakeholder governance teams.
- 6 Training Hubs.
- Multi-stakeholder governance teams.
- Experts' database in the Asian region.

WP5

- D5.2 Risk management and mitigation.

WP6

- Raised awareness on the topic of waste management.
- Strengthened relations between HEIs and the wider economic and social environment.

- Translation of the necessary material might take long time (medium).

- Political or socio-economic instability outside the control of the Consortium (medium).

- Response from private stakeholders might be low or inconclusive (low).

- An overall deterioration of the business environments in the Asian Partners, which could have a negative impact on the generally positive attitudes towards universities and entrepreneurship (low).

Activities:	Inputs:		Assumptions |& risks	How the risks will be mitigated:
*What are the key activities to be carried out (**grouped in Work packages**) and in what sequence in order to produce the expected results?*	*What inputs are required to implement these activities, e.g. staff time, equipment, mobilities, publications etc.?*		*What pre-conditions are required before the project starts? What conditions outside the project's direct control have to be present for the implementation of the planned activities?*	

WP1:
- T1.1 Inventory of currently offered teaching and training in Partner Countries.
- T1.2 Identification of similar educational offers in Programme Countries and definition of the Best Practices.
- T1.3 Inquiring private stakeholders for their specific expectations from graduates knowledge and skills.
- T1.4 Defining gaps and improvement options for tertiary and academic education.

Preparation - WP1
- staff days EU: 46
- staff days Asia: 349

WP2, WP3 and WP4
- staff days EU: 901
- staff days Asia: 1736
- travels: 207.035,00€
equipment: 155.000,00€

Quality plan - WP5
- staff days EU: 206
- staff days Asia: 168

Dissemination & exploitation - WP6
- staff days EU: 120
- staff days Asia: 325
- travels: 75.715,00€

Management - WP7

Assumptions

- rules and procedures are accepted from all partners in the Consortium.

- partners will actively attend the planned meetings.

- schools are available for info-day's events.

- all planned activities and selected channels reach the relevant target groups.

- all involved stakeholders are interested in exploiting the main project´s results beyond the project´s lifetime.

- Risk of lack of enough workshops is mitigated by organising online seminars and/or online Q&A sessions.
- Montly online meeting to mitigate risk of poor communication.
- Organisation of trips planned well in advance (at least six months before).

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Sustainable solid WAste management and Policies

- T1.5 Assessing the influence of the informal sector in Waste Management.
- T1.6 Mapping current University-Enterprises collaborations and assessing current skills gaps.

WP1:
- T2.1.2 Two workshops for definition of university educational products at POLIBA and at EUROTRAINING.
- T2.1.3 Development of teaching material.
- T2.2.1 Three workshops (in Asia) on developed educational products.
- T2.3.2 Implementation of developed courses at pilot semester.
- T2.3.3 Questionnaires to students.

- staff days EU: 286
- staff days Asia: 258
- travels: 43.770,00€

- all project partners agree to comply with the quality standards contained in the Quality Control Plan (QCP).

Risks

- organised number of workshops might result insufficient for proper academic staff training (medium).

- web platform may not function properly (medium).

- project partners may face delay with visa applications and therefore miss major project events (low).

- poor quality of deliverables and poor quality of communication (medium).

- T2.2.2 Seminars for improvement of educational product and study visit in Hamburg.
- T2.4 Accreditation of the developed educational products.
- T3.1.2 Two workshops for definition of TVET educational products at POLIBA and at EUROTRAING.
- T3.1.3 Development of training material.
- T3.3.3 Adaptation and pilot of developed training material for informal sector representatives.
- T3.2.1 Four workshops (in Asia) on developed educational products.
- T3.3.2 Implementation of developed training material at "pilot" course.
- T3.3.4 Questionnaires to trainees.

- T3.2.2Seminars for improvement of educational product and study visit in Hamburg.
- T3.2.3Five workshops to train the local trainers.
- T3.4 Preparation for approval and recognition of the new TVET qualifications.
- T4.1.1 Customization of LMS environment.
- T4.1.2 Definition of rules for management, usage and update.
- T4.2.1 Definition of quality standards for training hubs.
- T4.1.4 Populating the environment with training material.
- T4.2.2 Detailed identification of goals, tasks, programmes, services.

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Sustainable solid WAste management and Policies

- T4.2.3 Definition of governance scheme for hubs.
- T4.2.5 Physical set-up of hubs.
- T4.3.2 Establishment of governance bodies.

Key activities regarding quality, dissemination & exploitation and management are foreseen to run through the course of the project, as indicated in the Work Plan.

For the **quality**, the activities identified as key are the regular Quality Management Board and as well as the reviews from the external evaluator.

For the **dissemination** WP the key activities identified are the set up and maintenance of the

dissemination channels (website, social media, etc.) as well as the public events and workshops addressing different stakeholders (management sector, students, general public, etc.).

Annexes

Management Board Members (as of 30th June 2021)

Advisory Board Members (as of 30th June 2021)

Management Board Members (as of 30st June 2021)

Chair

Kerstin Kuchta

TUHH	**IFOA**	**POLIBA**	**EURO**	**HUAF**	**TUAF**	**RUA**	**UHST**	**COMPED**	**CMU**	**MJU**
Caterina Picuno	Luca Boetti	Sabino De Gisi	Nefeli Bantela	Le Thi Thuy Hang	Truong Thi Anh Tuyet	Kim Soben	Pin Tara	Rithy Uch	Patiroop Pholchan	Mujalin Pholchan

Advisory Board Members (as of 30st June 2021)

CONFIRMED (Y/N)	Contact person	Name of organisation	Type of institution	City/Country	Role in the project	Activities and related Work Packages
N		Institute of Strategy and Policy on Natural Resources and Environment, Ministry of Natural Resources and Environment	Ministry	Hanoi/Vietnam	Inclusion of the policy makers into the exploitation of the project´s results.	Participation to the public events foreseen in WP6.
N		Thacomtech	Private waste management company	Hanoi/Vietnam	Provide contribution on their specific expectations from graduates´ knowledge and skills.	Support in tasks T1.3 and T1.6 of WP1. Participation to the public events foreseen in WP6.
N		Mountainous Resources and Environmental Center	Environmental Consultancy Services Provider	Thai Nguyen City/Vietnam	Contact with the labour market in the waste management sector.	Support in tasks T1.3 and T1.6 of WP1. Participation to the public events foreseen in WP6.
N		Thang Long Technology Company Ltd.	Environmental consultancy and technology transfer	Ho Chi Minh City/Vietnam	Provide contribution on their specific expectations from graduates´ knowledge and skills.	Support in tasks T1.3 and T1.6 of WP1. Participation to the public events foreseen in WP6.
N		Medical Waste Management	Humanitarian organization	Phnom Penh/Cambodia	Provide contribution on their specific	Support in tasks T1.3 and T1.6 of WP1.

		Unit (MWMU) under Cambodian Red Cross			expectations from graduates´ knowledge and skills.	Participation to the public events foreseen in WP6.
N		CINTRI Cambodia Co. Ltd	Private waste collection company	Phnom Penh/Cambodia	Provide contribution on their specific expectations from graduates´ knowledge and skills.	Support in tasks T1.3 and T1.6 of WP1. Participation to the public events foreseen in WP6.
N		Gomi Recycle 110	Private plastic waste recycler	Phnom Penh/Cambodia	Provide contribution on their specific expectations from graduates´ knowledge and skills.	Support in tasks T1.3 and T1.6 of WP1. Participation to the public events foreseen in WP6.
N		Global Action for Environment Awareness Plc. (GAEA)	Private waste collection company	Prey Kui Village, Ampil Commune, Prasat Bakong District, Siem Reap Province/Cambodia	Provide contribution on their specific expectations from graduates´ knowledge and skills.	Support in tasks T1.3 and T1.6 of WP1. Participation to the public events foreseen in WP6.
N		SAROM Trading Company	Industrial waste collection company	Phnom Penh/Cambodia	Provide contribution on their specific expectations from graduates´ knowledge and skills.	Support in tasks T1.3 and T1.6 of WP1. Participation to the public events foreseen in WP6.
N	federico.tempestilli@undp.org	United Nations Development Programme - UNDP Cambodia	Organisation	Phnom Penh/Cambodia	Inclusion of the policy makers into the exploitation of the project´s results.	Participation to the public events foreseen in WP6.
Y	Mr. Prayuth Tanomboon Lge.prayuth@gmail.com	THANET construction Ltd	Private company responsible	Chiang Mai/Thailand	Provide contribution on their specific expectations from	Support in tasks T1.3 and T1.6 of WP1. Participation to the

		for sanitary landfilling operation		graduates´ knowledge and skills.	public events foreseen in WP6.
Y	Dr. Jenwit Krobthong jkrobthong@gmail.com	TARF Co., Ltd.	Private company for environmental Consultancy Services Provider	Bangkok/Thailand	Provide contribution on their specific expectations from graduates´ knowledge and skills.	Support in tasks T1.3 and T1.6 of WP1. Participation to the public events foreseen in WP6.
Y	Mr. Wichan Suksawang	Department of Environmental Quality Promotion, Ministry of Natural Resource and Environment	Ministry	Bangkok/Thailand	Inclusion of the policy makers into the exploitation of the project´s results.	Participation to the public events foreseen in WP6.
Y	pietro.picuno@unibas.it	Università della Basilicata	University	Potenza/Italy	Academic support and evaluation of the developed educational products.	Support in definition and development of new or to be adapted educational products in WP2.
Y	marco.ritzkowski@tuhh.de	International Waste Working Group - IWWG	Scientific association	Padova/Italy	Support and evaluation of the developed educational products.	Support in definition and development of new or to be adapted educational products in WP2. Support in development of TVET products and qualifications in WP3.

N	tina.carmesin@tuhh.de	Institute for Technical and Higher Education	University Institute	Hamburg/Germany	Local support for the Implementation of an Open Online Learning Management System.	Support in the implementation of an Open Online Learning Management System in WP4.