

“EU-HCWM”

Healthcare Waste Management

Communication & Dissemination Handbook

EU-HCWM Project Partners



DEVELOPING AN EU STANDARDISED APPROACH TO VOCATIONAL QUALIFICATIONS IN HEALTHCARE WASTE

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Chapter 1: Overview

HCWM –QF Communication and Dissemination Handbook

The purpose of this document is to define the proper Dissemination and Communication Strategy ensuring maximum impact of the project during its life span and sustainable benefits after the project is ended. The Handbook defines strategic objectives of the dissemination plan, project results, users/interested sectors who will benefit from the project's results, internal and external communication methods and mechanisms, content and instruments of dissemination, activities' timetable, tasks and partners' responsibilities, resources (people and budget) required, EU regulations and logos applied, languages in which the products will be developed, project logo, contact persons, etc.

The contents and the material will be approved by the Steering Committee of the project. A procedure for regular revisions will be included. The document will be available in PDF version for download from the project website.

Project Communication and Dissemination

The dissemination of the project activities is a requirement in Lifelong Learning Programme (LLP). In preparing this action plan, the guidelines published by the EC in terms of dissemination and exploitation have been followed. "To disseminate" means to spread widely. In terms of the LLP this means spreading the word about your activities or project as far and as wide as possible. Dissemination is an essential part of all LLP funded projects and is crucial to support project sustainability after the funding has finished. Information giving and awareness rising are key activities to ensure that others benefit from project experience.

Project stakeholders are Individuals and organizations who are actively involved in the project, or whose interests may be positively or negatively affected as a result of project execution or successful project completion. Project Communication & Dissemination (C&D) is the exchange of project-specific information. Effective C&D creates understanding of the information given and received. The project team must provide timely and accurate information to all stakeholders (people affected by a project). Members of the project team prepare information in a variety of ways to meet the needs of various project stakeholders.

There are 4 levels of communication and dissemination target groups:

- ◆ Level one: Confidential, only for members of the consortium (including Education, Audiovisual and Culture Executing Agency - EACEA and Commission services and project reviewers)
- ◆ Level two: Restricted to other program participants (including Commission services and project reviewers)
- ◆ Level three: Core target group, Stakeholders and decision makers.
- ◆ Level four: The general public.

Project Communication and Dissemination Management

According to LLP regulation, "Project C&D management includes the processes required to ensure timely and appropriate generation, collection, dissemination, storage, and ultimate disposition of project information."

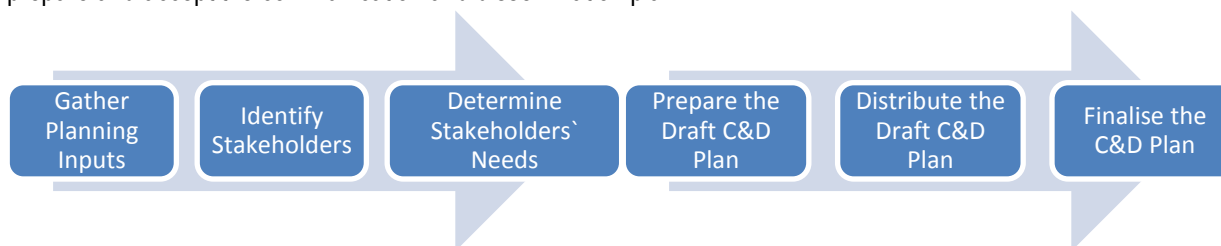
Project C&D management tools and techniques ensure the timely and appropriate generation, collection, dissemination, storage and ultimate disposition of project information. Project managers use project C&D management to:

- ◆ Develop a communication plan for the project
- ◆ Distribute information via the instruments that reach stakeholders most effectively.

Project team members use a variety of C&D Dissemination Channels to deliver project information, including meetings, events, website, telephone calls, IT platform, email, voicemail, websites and portals. Meetings in particular are often the most effective way to disseminate information to project stakeholders. Before planning a meeting, the project manager or assigned team member should consider the communication objectives carefully and choose a meeting format that will meet the objectives. Additionally, the IT platform offers a wide variety of different tools allowing an effective internal online communication.

Chapter 2: Developing the Communication & Dissemination Plan

Preparing the project C&D plan assists the project team in identifying internal and external stakeholders and enhances communication among all parties involved in the project. The project team writes a C&D plan to ensure that an effective C&D strategy is built into the project delivery process. The plan is a framework and should be a living, evolving document that can be revised and updated at regular intervals. There are 6 simple steps needed, to prepare and accept the communication and dissemination plan:



Communication and Dissemination Plan consists of the following elements:



Chapter 3: Project Communication & Dissemination Plan

The Project Aims and Objectives

The overall goal of the project is to develop harmonised professional profiles that are recognised across the EU; by having recognition of professional standards, the professional quality of the Healthcare Waste Management (HCWM) practitioners will enhance and allow for free movement of professionals throughout the EU. The overall project objectives will be met by:

- ◆ Establishing EU criteria for HCWM qualifications and competence and the requirements across the EU
- ◆ Analysing and amalgamating vocational standards from the database that exist in member states or professional bodies
- ◆ Producing suitable EU Vocational Occupational Standards for the HCWM
- ◆ Developing a qualification framework for use within the healthcare waste management sector suitable for use on the European Qualifications Framework (EQF)
- ◆ Developing an associated training package for the qualification framework

In the above regard the project has set the following objectives:

- ◆ Conduct an assessment of the Healthcare Waste Management National Occupational Standards (NOS) and Vocational Educational Training (VET) in the member states represented by the consortium and provide a report on each member state and its activities in the above regard. There are 12 partners representing 9 EU Member States and 3 pan-European partners;
- ◆ Prepare a comparative analysis report of the finding in each of the 9 participating countries and on the basis of this develop the framework for the National Occupational Standard;
- ◆ Develop a National Occupational Standard for the post of Healthcare waste manager in a Healthcare facility.
- ◆ Develop a Vocational Educational Training Programme in line with the requirements of the national occupational standard.
- ◆ Develop an e-learning platform for the NOS
- ◆ Develop an EU wide network for dissemination and support of the project outputs

The project will envisage the following activities in order to achieve the abovementioned objectives:

- a. Partner organisations will establish a stakeholder network;
- b. Each partner will conduct an analysis of the Healthcare Waste Management qualifications framework in their own country;
- c. Each partner will identify a number of key Healthcare facilities within their country through which they can undertake several assessments (e.g. practices, skills and competencies) and will conduct an analysis of the roles of Healthcare waste managers, if such a role exists, within those key Healthcare facilities;
- d. The training provision already available and undertaken by existing Healthcare waste managers will be identified;
- e. The Waste Management arrangements at the key Healthcare facilities in terms of onsite practices and Waste Management service provision will be identified;
- f. Each partner will produce an assessment report from the above activities;
- g. Partner 1 will prepare a comparative report from action "f" above;
- h. Partner 1 will develop a draft framework for a National Occupational Standard for consideration by the other

consortium partners;

- i. Partner 1 will collate the feedback from the other partners in regard to the draft framework NOS and will prepare a final draft NOS for approval by the consortium partners;
- j. The partners will produce a module of the vocational educational training programme for the NOS: Healthcare Waste Manager;
- k. Partner 1 will collate all the modules prepared by the consortium partners and present the final draft to the consortium for feedback;
- l. External Evaluation of the proposed NOS and training package will be conducted and EV reports will be generated for each of the participating partner countries;
- m. Project outputs will be disseminated through a variety of outlets, including media coverage and workshops;
- n. An e-learning platform for the new qualification will be developed;
- o. An implementation plan will be developed as well;

The network will be expanded during the final phase, to encourage a broader system of support across the EU member states.

The project partners are:

Partner number	Organisation Name
P1	International Centre for the Environment, Resource Management & Sustainability Ltd (ICERMS)
P2	SINERGIE Società Consortile a responsabilità limitata
P3	The Institute of Environmental Protection – National Research Institute (IEP-NRI)
P4	SIGMA Consultants Ltd
P5	ETLog Health GmbH
P6	Regional Environmental Centre for Central and Eastern Europe, Country Office Macedonia
P7	Club EMAS – Association of EMAS registered organisations in Catalonia
P8	National Centre for Continuing Education
P9	Regional Environmental Centre for Central and Eastern Europe, Country Office Slovenia
P10	NHS Confederation
P11	European Union of Private Hospitals
P12	International Solid Waste Association

The overall budget of the project is estimated at €783, 585, 00.

Strategic objectives of Communication and Dissemination Plan

The aim of the Communication and Dissemination Plan is to provide useful information on project results to all target groups and potential end - users and raise awareness to all interested stakeholders. Both in the dissemination and exploitation plans the different types of target groups (i.e. direct beneficiaries, policy & decision makers, end - users) will be clearly identified and will be categorized according their main activities' fields (Healthcare Waste Management and/or vocational training sector) and needs in respect with the project results. The formulated project partnership has the full potential to reach all target groups, because of the excellent, experience and the extended networking each project partner reveals in its sector. Healthcare Waste Management Qualification Framework (EU-HCWM) network itself will follow a clear enlargement and sustainability strategy supported by the project communication and knowledge exchange platform during and after the funding period.

Dissemination and exploitation plans will explain, in an analytical way, the project partners' roles and responsibilities, the time framework (start, end dates) and the allocated budget for each activity. The impact of valorisation activities to the different types of target groups will be monitored and further evaluated.

The development of Healthcare Waste Management's qualifications and standardised profiles will be carried out in close cooperation with the project direct beneficiaries adopting the results of the surveys for the required qualifications, and training needs and the validation of the competence based framework.

EU-HCWM valorisation plan will also include the following actions:

- ◆ With regards to the direct beneficiaries. National and European developers of Vocational Qualifications and Frameworks and respective Accreditation Organisations will be fully informed for the methodology adopted for the development of the HCWM competence based framework and will be invited to actively participate in all informational events, internal and external evaluation procedures and accordingly inform other members of the networks they belong.
- ◆ With regards to the policy & decision makers and the other stakeholders. Relevant Waste Management Associations will collaborate with VET providers, using the Info -Training toolkit to develop training modules, based on their members' personnel training needs. Similarly environmental competent authorities may identify the necessary training modules for legislation compliance purposes, according the respective requirements of the Waste Framework Directive.

Steps for Implementing the Project Dissemination Strategy

The implementation of project dissemination strategy is a four-step process:

Step 1: Define a clear expression of the project mission and its goals.

Step 2: Address the right target audience with the right message through the appropriate channels

i) Identification of project target groups

- ◆ Short term target groups
- ◆ Long term target groups

ii) Identification of communication channels/instruments

- ◆ Online instruments
- ◆ Events
- ◆ Documents

iii) Identification of the preferable Dissemination and Communication Level

- ◆ Level one: Confidential, only for members of the consortium (including EACEA and Commission services and project reviewers)
- ◆ Level two: Restricted to other program participants (including Commission services and project reviewers)
- ◆ Level three: Core target group, Stakeholders and decision makers.
- ◆ Level four: The general public.

Step 3: Engage stakeholders and motivate them to become active participants in the project activities (questionnaires, workshops)

Step 4: Monitoring and evaluating the effects of the activities

i) Selection of tools and methodologies for evaluation of dissemination activities ii) Integration of performance indicators defined in project application form

iii) Evaluate Dissemination gaps-cooperation with WP2 to establish a methodology for evaluation of Communication & Dissemination instruments

Three main instruments for communication and dissemination have been identified:

1. Online instruments.

A set of online tools will be developed and/or used for formal and informal communication and dissemination, including project website, IT knowledge exchange tool, e-Newsletters. Link will be provided to the ADAM portal; the EVE portal will also used for dissemination and share of project results.

2. Events.

These include coordination meetings of the project partners (which will, however, have a restrictive character. In addition, there will be various meetings conducted with stakeholders – representatives of the state and private Healthcare providers, vocational and educational training facilities etc. during the execution of the national surveys intended to analyse the current Healthcare Waste Management practice and the national vocational and educational standards and requirements.

3. Documents.

These include deliverables published on the project website, minutes of meetings and other written dissemination documents. An overall matrix of the project Communication and Dissemination Instruments is presented in the revised work plan of Annex A. 3

EU-HCWM Project aims at two types of target groups: short term target groups and long term target groups

EU-HCWM project is addressed to the following [short term target groups](#):

- ◆ Direct Beneficiaries that include Developers of Qualifications and Frameworks at Sectoral and National Level, in EU and non-EU countries, Experts working on EQF and ECVET issues, National and European Accreditation Organisations of Vocational Qualifications and Guidance, Accreditation Centres for Continuing Vocational Training, National and European Organisations for Vocational Education Training, National and European Organisations awarding credits and qualifications, Research institutes on Vocational and Education Training;
- ◆ Vocational training providers (training & human resources, departments of companies operating in the sector, training agencies and professionals) and potential learners (workers in the sector, unemployed people, job seekers, students of technical environment-related schools)
- ◆ Policy and Decision Makers: Civil Authorities in the fields of education environment, Waste Management, National and International Waste Management Associations

To reach all these target groups and reach the impact aims set EU-HCWM is relying on two major advantages:

1. The need: The sector of Healthcare Waste Management is rapidly changing and developing the last years, mainly due to the initiatives and policies adopted in EU and the new technologies and techniques introduced, thus raising a huge need in highly qualified engineers, operational managers and processing technicians all over Europe. Meeting such a need, now and in the future, will be only possible through workforce mobility, transparency and mutual recognition of competences and learning outcomes.
2. The network structure: the EU-HCWM project has a structure and partnership including associated partners directly reflecting the short term target groups. A comprehensive valorisation strategy building on the different networks in the partner countries and beyond as well as on a set of developed materials for dissemination will guarantee for the planned impact. In addition the partners represent the stakeholders relevant to the project in terms of the process of development of both the NOS and the VET in Healthcare Waste Management. Project partners represent the core elements of the new system including Healthcare policy, Healthcare waste legislation, VET education developers and providers, Healthcare waste treatment technology manufacturers, Healthcare providers and their associated networks and associations, chemical Waste Management experts, biosafety experts, environmental protection institutes and national environment centres. The project partners have a long and deep record in providing technology transfer and development of skills and competencies in the Waste Management sector as well as direct involvement of end - users. A multiplier effect in terms of their ability to create extensive networking capabilities in and out EU area through their membership of associations and federations in the specific field of their operations can be achieved as all partners participate, actively, in several national and international networks relevant to their activities' fields, exhibiting a huge potential for further communicating and disseminating the outputs from the project activities.

The whole endeavour will be ensured via:

- ◆ the conduction of a survey (WP - 3) addressed to wide sample of the project target groups in order to define specific qualifications of professionals in Waste Management, training procedures and needs in the Healthcare Waste Management sector;
- ◆ the creation of 12 national networks and the development of a European network of experts;



Developing an EU standardized approach to Vocational Qualification in Healthcare Waste Management

- ◆ the operation of an interactive communication and knowledge exchange portal / forum;
- ◆ the invitation and participation of stakeholders in online, informative workshops, to raise awareness in the beginning and to valorise outputs in the end;
- ◆ the validation process of the Development of NOS for Healthcare Waste Managers (WP-4) that will promote the project's deliverables to a wide range of recipients via the project's portal and to external experts as well; the creation of an extensive e-mail and contacts' lists for the promotion of the project's newsletters and informative/promotional material.

The exploitation strategy of EU-HCWM project will be built on the existing and future networks in the partner countries and wider European level as well as on a set of products that will be created for this purpose. The long term target groups of EU-HCWM project include:

- ◆ Policy and Decision Makers: Civil Authorities in the fields of education environment, Healthcare Waste Management;
- ◆ National and International Waste Management Associations (Industries, Services Providers, Workers' etc)

The need of the abovementioned groups, met by EU-HCWM, lie within the general innovative perspective of the project which is related to the research and development of new professional qualifications for HCWM and the promotion of new NOS for Healthcare Waste Managers among the staff in the field of Healthcare Waste Management and therefore to the creation of new job positions, the strengthening of Healthcare providers' environmental performance and sustainable development.

EU-HCWM partners will also identify the [long term target groups](#), along with the short term stakeholders, in their countries. On the basis of this research, nine national networks will be created and a complete data base of contact details will be created (EU-HCWM network) containing the contacts of the relevant organizations and individuals. Furthermore, the partnership will identify key organizations and networks at European level through which project results can be transferred to. The members of the network will be the core recipients of the project's activities and outputs. Additionally, they will be asked to participate to the on-line internal evaluation process for the validation of the project products.

EU-HCWM partners will continue the presentation of the project learning objects, outcomes and results in respective vocational training and Healthcare Waste Management seminars and events in their countries and at European level, after the project completion. Additionally, it will be asked from public and private VET organizations, educational institutions and Healthcare private and public providers to enrich the contents of the initial training material database that will be created.

A priority to guaranteeing the success of the project is to identify the correct target groups and approaching all the actors involved in Waste Management industry sector (Direct Beneficiaries, Policy & Decision Makers and End - users). As a result it is very important to inform the potential and final project short term and long term target groups, about the aims, progress, results and conclusions of the project. For this reason, the selection of who to address and how to communicate that information has to be prepared thoroughly to create maximum impact and awareness. Thus, a "corporate identity" and a common communication strategy on behalf of the project partners are required. The foreseen dissemination activities of the project are divided into two levels:

- ◆ Information and publicity actions at regional / national level
- ◆ Information and publicity actions at EU and International level

This Communication & Dissemination Plan shows instruments for public relation on those different levels. The overall aim of the dissemination concept is to provide the various target groups with high-quality information about the project, ensuring maximum impact of the project during its life span and sustainable benefits after the project is ended. Efficient communication should therefore increase the public awareness about the project and provide the participants with accurate and reliable information. Therefore, simplicity and consistency are essential to ensure that the target audience understand and retain the information. This will also ensure transparency in the implementation of the project.

Project reporting information

Internal Communication

All the partners involved must do their best to achieve the goals and keep up with all imposed deadlines by establishing smooth conditions for communication. The working language of the project consortium is English.

The project partners will establish following management entities:

- ◆ Applicant Partner (P1): P1 will be solely responsible to the EU for the execution of the project according to the contract. P1 will pass the day-to-day coordination task to the PCU.
- ◆ Project Coordination Unit (PCU): Members of the PCU will be the Project Coordinator (PC) and his deputy (from P1) as well as the Financial Manager (from P1).
- ◆ Steering Committee (SC): The SC will be chaired by the P1 while the other partners will assign one representative who will have one vote. The SC will be responsible for the strategic management of the project and will initially meet at the kick off meeting and further on two times per year. The PC will be member of the SC without voting rights.
- ◆ Working Group (WG). Chaired by the PC the WG will be the central unit for the technical coordination of the project. Each project partner will delegate the appropriate technical experts to the WG.

In the day-to-day work the project consortium is using an online and direct communication: e-mails and telephone calls. It is proposed that the options "send to all" and "copy to /Cc" are used only if there is an important reason for informing all or the additionally addressed persons. Otherwise the recipients might become less alert to mails that are really meaningful and in future important messages pass inadequately noticed, (see annex III: email distributions list). This list will be updated by the PCU and will be published on the project internet portal on a quarterly basis. Changes must be forwarded to the PCU as soon as possible.

Representatives of project partners will have to attend the coordination meetings that are organized periodically every six months. The following coordination meetings are planned:

- ◆ Kick-Off Meeting: it will be hosted by P1 in Scotland. The Kick-off meeting will last for two days. During the kick-off meeting the project management structure will be established. The working plan of the project, the responsibilities of each project partner and all financial issues will be defined according to the instructions that will be given by the Agency during the meeting with the LP.

- ◆ Second Coordination Meeting: The 2nd Coordination Meeting will be hosted by P5. It will be organised 6 months after the Kick-off meeting in Scotland.
- ◆ Third Coordination Meeting: The 3rd Coordination Meeting will be hosted by P7 in Spain.
- ◆ Fourth Coordination Meeting: The 4th Coordination Meeting will be hosted by P6 in Macedonia.
- ◆ Fifth Coordination Meeting: The 5th Coordination Meeting will be hosted by P11 in Italy.
- ◆ Sixth Coordination Meeting: The 6th Coordination Meeting will be hosted by P3 in Poland.
- ◆ Final Coordination Meeting: The final Coordination Meeting will be hosted by P1 and will be combined with the final conference that will take place in UK as well.

The purpose of the Coordination Meetings will be the discussion of the project status in each participating country, the on-going and future activities, financial and administrative issues.

External Communication

Within the framework of the project there are many opportunities for external communication and dissemination activities. The dissemination activities will be held on regional/national and European/transnational level. All events have to be organized in an appropriate way, regarding to the applied instruments. That means that communication material should provide information on the following:

- ◆ Subjects and objectives
- ◆ Aims and expected results (project's meetings)
- ◆ Participants of the project / events
- ◆ Instruments (workshops, surveys.)
- ◆ Dates of events
- ◆ Budget
- ◆ Dates of beginning and ending of the project

The Working Group will produce the templates of the informative and dissemination material in English, under the coordination of the PC. These templates will be evaluated and approved by the Steering Committee. Members of Steering Committee, based on the aforementioned templates, will afterwards prepare in their own languages the informative material that will be disseminated and used during the realization of the events on national level. The official language of the EU/ transnational events is English. A record of contact details of the interested bodies, organizations and experts according to the categorization of stakeholders, as mentioned before will be kept.

Dissemination Instruments

Online Dissemination Instruments

Project website

The project website will be set up in English (31/04/2014) under the Lead Partner's responsibility. It will contain information on aspects like: project description and objectives, partners' profile, contact details, calendar of events, announcement of meetings, workshops, presentation of results, mutual links to other complementary websites, download area, collection of the frequently asked question (FAQ's) etc. The website will be available in the languages of all participating countries. This will certify the continuous interactive communication of project partners



with existing and new stakeholders, networks and further promotion of project's results. E-mailing lists will be carefully planned based on recipients' different interests, sectors, etc.

EU-HCWM website will be primed to be more visible to search engines.

The website will be developed gradually starting from the beginning of the project and will be updated frequently. The website will stay active 5 years after the conclusion of the project. The project public website is accessible at <http://www.hcwm.eu/>

Communication and Knowledge Exchange Tool

The communication and knowledge exchange tool will be an IT platform which will be constructed by an IT expert, appointed by the Lead Partner. The knowledge base will highlight good practices, as well as any information concerning knowledge, skills and competences development of Healthcare Facilities' Managers. The contents concerning each of the participating countries will be clustered together. The Work Package leader (P1) will establish an initial template of issues under which each partner will be asked to provide relevant information. New knowledge developed during the project would be added to the knowledge base including the experiences gained from surveys, workshops, and conferences. Other European and international competent bodies will be invited to add their work.

The IT platform will be developed in English. Versions to the other project languages may be created by the involved staff based on the needs of their national networks. Delivery date for the communication and knowledge exchange tool is: 01/07/2014.

E-Learning Platform in Line With the NOS

The goal of Work Package 6 is to produce an e-learning platform to support the delivery of the newly created NOS in the form of a final qualification. The work will be completed in four phases:

Phase 1 - Elicitation and documentation of requirements

In order to ensure the platform is fit for purpose, analysis of the high level requirements will need to be captured and prioritised. Requirements will be documented and agreed between relevant parties before proceeding to the next phase.

Phase 2 - Plan delivery

Before any development work can begin, the Technical Solutions Architect will analyse the documented requirements and plan the technical delivery of those requirements. At this stage the various delivery methods will be analysed and evaluated and a decision will be made as to which is preferable. Once this is complete, the planned solution can be mocked up and development work will be planned.

Phase 3 - Development

Once the requirements have been made clear and a delivery method decided, the platform can be developed. Depending on the delivery method this could vary widely from ground-up solution development to light modifications

or customisation to an existing solution.

Phase 4 - Test and Release

Once the product is delivered it should be tested both by the stakeholders and by a small pilot group of potential users. This will ensure that all success criteria have been met, the solution is usable and fit for purpose, and that there are no technical bugs.

Phase 3 and 4 will likely not be completely independent of each other as traditionally the development of a solution is delivered in smaller usable pieces that can be tested in isolation. Additionally, testing invariably produces more development work so that the product can be refined and perfected.

The ADAM portal

The ADAM portal is a useful dissemination and exploitation tool for Leonardo Da Vinci projects that could improve the visibility of the project at European level. (<http://www.adam-europe.eu>)

e-Newsletters

A Newsletter providing information about the project's progress and results/products will be issued every six months, in correlation to the Coordination Meetings. The Newsletters will be disseminated in electronic format via e-mails, according formulated e-mailing lists and to the stakeholders' networks of the project partners. Active links on the electronic form of the Newsletter will lead to the "News" section of the project website. The Newsletter will be available in the languages of all the participating countries.

Events

External Events

Informative Workshops

Each one of the partners will organise one informative workshop at national level for the dissemination of the project identity. Each workshop will last one day and the targeted number of participants will be up to 50 persons. Presentations will be given on project's actions, anticipated results and outcomes, vocational training aspects and needs on Healthcare Waste Management, vocational training and Waste Management legislative framework. Stakeholders from all identified target groups and end - users will be invited.

The outcomes of the workshops will be: agendas, presentations, stationery, poster, banner, photos and list of participants. Presentations and other informative material resulting from the workshop will be uploaded to project website. Informative workshops will be organized until 11/30/2015.

Final Conference

The conference will be held in the UK and will be organized by the P1. During the conference the main results of the project will be presented to interested stakeholders, end - users and the public. The partnership will also present its exploitation strategy aiming at a wide support from the project target groups for the future network activities. All the members of the EU-HCWM Network, environmental and training authorities, stakeholders as well as experts from

relative EU similar projects will be invited to participate. At the end of the conference a closed discussion session will be organised that will be referred solely to the project exploitation activities, during which invited speakers and experts both on Vocational Training and Healthcare Waste Management will be asked to express their proposals on the project results further exploitation. The outcomes of the final conference will be the following: agenda, photos, presentations, folders, list of participants, dissemination material. EU-HCWM project final conference will be held no later than 11/30/2016.

Participation to Events and Conferences

The Lead Partner will participate in a Waste Management or Vocational Training conference where the main projects outputs will be presented to the public. This conference will be held during the course of a major event in the UK (such as an international exhibition) in order to reach the target groups at the widest possible level. Except the Conference, a specially designed pavilion will be hired, devoted to the promotion of the project's outputs. The participation to the event will be documented via photos, presentations, minutes, list of participants.

The other partners will realise at least one presentation at a relevant seminar or workshop (without subscription fees) at national level. The participation to the event will be documented via photos, presentations, minutes, list of participants. This task should be completed no later than 30/11/2016.

Documents

Articles and Press Releases

Press releases will be published in national press before the organisation of a dissemination event, i.e. the informative workshops and the final conference. Total number of press releases: 18 - 2 Greek, 2 German, 2 Italian, 2 Catalan, 2 Polish, 2 Slovenian, 2 Dutch, 2 Macedonian and 2 Albanian.

At least one technical article will be published at national press of each partner country. One technical article will be prepared and published by the Lead partner at EU level. The articles will concern a general presentation of the project and the main outcomes achieved. Total number of Articles: 11.

Brochure

The core project deliverables produced under WP4 will be published in the form of a brochure. More specifically, the brochure will present the comparative report, the proposed competence frame and the info - training toolkit. The brochure will be produced and English and will be translated in all project languages. It will be printed in 100 copies for each language. Part of the hard copies will be disseminated during the final conference in Glasgow. The electronic version of the brochure will be available on the project website.

Total number of Brochures: 900. There will be 100 Greek, 100 German, 100 Italian, 100 Spanish, 100 Polish, 100 Slovenian, 100 Macedonian and 100 Albanian printed out.

Informative Leaflets

Two informative three-folded leaflets will be created. A "start-up" (first) leaflet will be prepared in view of the informative workshops at the beginning of the project. The leaflet will present the project structure, objectives, targeted results and



activities. The second one will be prepared towards the end of the project and in view of the final conference. The leaflet will present the core results and deliverables that will have been reached by the project.

The initial version of the leaflets will be English. Total number of leaflets: 4000. Translations in Greek, German, Italian, Spanish, Polish, Slovenian, Macedonian and Albanian are foreseen.

Emailing List to facilitate networking among participants

A national network will be created in each participating country. The members of the nine networks will be representatives of all stakeholders' target groups, i.e. direct beneficiaries like vocational training providers and potential learners; policy and decision makers; other stakeholders like local communities, industrial companies, and environmental organizations. Each member will have to register to the e-platform. A complete data base of contact details will be created and this will comprise the EU-HCWM network. The members of the network will be the core recipients of the project activities and outputs. Additionally, they will be asked to participate to the on-line internal evaluation process for the validation of the project products. The final synthesis of the network is anticipated after the completion of the internal validation process.

The emailing list will be updated constantly and will contain the following fields: (Name, Organization, E-mail address).

Analysis results for the Key Healthcare Facilities in each Country, derived from the Developed Assessment Package

An assessment package will be developed to carry out an analysis of Healthcare Waste Management practices within chosen Healthcare facilities in each of the nine chosen countries. The assessment will be carried out by designated members of the participating partners. The assessments will be aimed at identifying:

- ◆ Current Healthcare Waste Management practices
- ◆ Role of the Healthcare waste facility manager
- ◆ Current level of Healthcare Waste Management knowledge
- ◆ Current technologies used in the treatment of Healthcare waste
- ◆ Current training provisions available at each Healthcare institution

Each participating partner will visit the chosen hospitals within their country to meet with the key stakeholders and conduct a survey. This will include a pre-prepared questionnaire, and a tour of the Healthcare waste stream pathways (from the point of generation, to the point of disposal) within the hospital. By doing this, the reliability of the final results is increased, creating an accurate baseline on which the following Work Packages will rely.

Once the assessments of each of the Healthcare facilities have been carried out, the participating partners will be responsible for the development of an individual report on the finding of the assessment package findings. Nine reports, compiled from information from the UK, Italy, Poland, Greece, Germany, Macedonia, Spain, Albania and Slovenia, will be prepared after the realisation of respective surveys on the qualifications, knowledge, skills, competences and current practices in Healthcare Facilities.

These reports will be collated by P1, to create a final comparative report on, inter alia, the Waste Management practices of each participating country. The comparative report will act as an invaluable referencing tool in



developing the framework and identifying key technical and operational issues and differences in each of the participating countries.

Assessment and national reports on the existing training provisions of professionals in the Healthcare Waste Management industry

Each participating country will conduct an assessment of the current available vocational training and vocational qualifications available for Healthcare Waste Management professionals in their country.

Nine reports, one for each participating country, will be prepared after the respective assessments of the different national VET systems and training programmes. The partners will be responsible for the completion of a single survey, based on their findings at a national level. P4 will be responsible for the co-ordination and collation of information from these reports. P1 will conduct a comparative study and will prepare a final report in WP4, identifying and documenting common and different qualifications' demands and training needs, between the countries. The identified qualifications will be related to the respective NQFs (where applicable). Additionally, the possibilities, means and problems concerning the implementation of EQF/ ECVET and the defined occupational profile in relation to Healthcare Waste Management, will be assessed.

Comparison report of the identified national qualifications and VET

The aim of the current report is to enhance the comparability and transferability of the Healthcare Waste Managers qualifications in the context of the implementation of the EQF.

The comparison report will be based on the national reports and will compare the qualifications of Healthcare Waste Managers in the 9 countries studied on three key dimensions:

- ◆ Governance, examining the different nature of the system of governance of qualifications and the different modes of VETs associated with them.
- ◆ Education and Training, examining the preferred mode and length of each country's VET and the content of the respective VET programs (types of knowledge and scopes).
- ◆ Labour Market, examining the value of qualifications/skills in each country's labour market, the status of Healthcare Waste Management in the occupation/sector/society, the activities that HCW Managers carry out, the basis of the wage and employment conditions, and apprentices/ trainees for each country. The report will be created in English and translated in all languages of participating countries.

The delivery date for this report is 31/10/2014.

National Occupational Standard for a Healthcare Waste Manger

The National Occupational Standard for the different levels of HCWM qualifications in line with the directions of the EU (EQF, ECVET) policy will be developed under the WP 4 based on outputs from actions undertaken within the context of WP3 - the comparative assessment of the respective NQFs. The outputs which will be used will be:

- ◆ the analysis of the specific occupation (Healthcare Waste Manager)
- ◆ the analysis of current practices across the participating countries

More specifically the report on the analysis of the specific occupation, which will describe the place and status of HCWM within the sector, the qualifications, skills, competences and knowledge required as well as the different job profiles in relation with the various types of the Healthcare Waste Management Facilities, will be a key instrument in developing the draft NOS.

A document will be produced as frame of reference, containing structure and content of existing NQFs as well as specifications of current and varying HCWM roles and practices. The content will be derived from the information acquired through the comparative assessment, in which the status of qualifications, VET and NQF is assessed in each of the countries that participate in the project

Based on the results of the above, the Work Package leader will prepare a comparative report identifying and documenting common and different qualifications' demands and training needs, between the 9 countries.

Based on the findings of the comparative assessment of qualifications, an integrated frame with detailed definition of expected knowledge, skills, and competences concerning the profile of Healthcare Waste Managers in the Healthcare Waste Management industry will be structured (expected at EQF levels 4-6). The results will be presented in the form of a matrix according to EQF / ECVET Criteria (definition of qualification in terms of learning outcomes, mapping in onto the EQF via qualification frameworks, designing qualifications in transferable units of learning outcomes with allocation of credit points linking qualifications with related VET programmes for validation, transfer and recognition of learning outcomes achieved in formal, informal and non-formal contexts.

The key stages involved in this WP are;

- ◆ Development of draft National Occupational Standard for the qualification designed for the role of a Healthcare waste manager
- ◆ Circulation of the draft NOS to the partners, and their developed stakeholder networks, for comments and feedback through an on line evaluation questionnaire.
- ◆ Amendment of draft, taking into account all comments and feedback
- ◆ Preparation of final draft to for external evaluation in each of the participating countries

The modifications will be adopted in all languages' versions of the participating countries. This task will be completed until 31/11/2015.

Report based on the outcomes of internal evaluation

The internal evaluation will be realised via the Communication and Knowledge Exchange Tool by the members of the project Network. The outcomes of the evaluation, including the results of the on-line questionnaire and the forum discussions will be depicted on a report that will be produced by the Work Package Leader. The questionnaire will be available on the IT Platform in English, Greek, German, Italian, German, Catalan, Polish, Slovenian, Macedonian and Albanian.

Reports on the outcomes of external evaluation

In each participating country two external experts will be appointed for the evaluation of the proposed National Occupational Standard, and the proposed training package which will be prepared under WP5. The external experts



will come from the vocational training and the healthcare waste management industry sector. The project partners will select the external experts in close cooperation with the national Life Long Learning authorities of each country. A common template for the reports' compilation will be prepared and provided by the Work Package Leader to the external evaluators. The reports will entail a rigorous analysis of the proposed products and they will result into suggestions for certain modifications.

Revised Competence Frame and Proposals for the EU-HCWM training course curriculum

The Work Package Leader will be responsible for the merging the results of the internal and external evaluation reports and will incorporate the suggested modifications into a final version of the NOS and training package. The modifications will be adopted in all languages' versions of the participating countries.

Interim/ Progress and Final Reports

An Interim/Progress report (by 31/07/2015) and a final report (by 28/02/2017) will be prepared and submitted until the above mentioned dates to the EACEA by the Project Coordinator after approval by the Steering Committee. The Working Group will provide the necessary data to the Project Coordinator.

Interim Quality Report

The Interim Quality Report will be produced in the context of the interim progress report. It will contain information regarding the monitoring of the project's procedures and tasks, the evaluation of the compliance to the project's applicable specifications, results of the implemented measures/preventive/corrective actions for quality management from the project start to the half time of the project duration. The report will be available in printed format and also as PDF version for download via the network website. Delivery date for interim quality report is: 31/07/2015.

Final Quality Report

The Final Quality Report will be produced within the context of the final progress report. It will contain information regarding the monitoring of the project's procedures and tasks, the evaluation of the compliance to the project's applicable specifications, results of the implemented measures/preventive/corrective actions for quality management from the start up to the end of the project. The report will be available in printed document and also as PDF version for download via the network website. Delivery date for final quality report is: 28/02/2017.

Other printed material

The project partners can decide at their own will to create further printed material e.g. posters, invitations, etc. in order to support and disseminate more effectively all the informative events that will be realized during the implementation of the project.

Publicity measures

All information and publicity measures have to take into account Article I.11.5 of Grant Agreement and this handbook. Printouts relating to the project should have the same appearance (Corporate design, see below – Annex C) and must include all relevant and applicable logos. The program's main logo and statement have to be

used on all publications and websites.

Monitoring and Evaluating

Project dissemination strategy

EU-HCWM project contains 1 Work Package (WP-8) dedicated to dissemination and exploitation activities, at national and European level. During the project dissemination strategy will be developed and integrated within the project's Communication and Dissemination Plan which will be documented in the respective Handbook. In parallel with the WP-8 and in close relation with the designated project's dissemination activities the project's exploitation strategy will be compiled. The foreseen exploitation plan will have 5 years duration. EU-HCWM exploitation strategy and plan will be documented and appended in the Communication and Dissemination Handbook.

The aim of the dissemination strategy will be to provide useful information on project results to all target groups and potential end - users and raise awareness to all interested stakeholders. Both in the dissemination and exploitation plans the different types of target groups (i.e. direct beneficiaries, policy & decision makers, end - users) will be clearly identified and will be categorized according their main activities' fields (Waste Management and/or vocational training sector) and needs in respect with the project results. The formulated project partnership has the full potential to reach all target groups, because of the excellent, experience and the extended networking each project partner reveals in his sector. EU-HCWM network itself will follow a clear enlargement and sustainability strategy supported by the project communication and knowledge exchange platform during and after the funding period.

Dissemination and exploitation plans will explain, in an analytical way, the project partners' roles and responsibilities, the time framework (start, end dates) and the allocated budget for each activity. The impact of valorisation activities to the different types of target groups will be monitored and further evaluated.

The development of HCWM's qualifications and standardised profiles will be carried out in close cooperation with the project direct beneficiaries adopting the results of the surveys for the required qualifications, and training needs and the validation of the competence based framework.

EU-HCWM valorisation plan will also include the following actions:

- ◆ With regards to the direct beneficiaries: National and European developers of Vocational Qualifications and Frameworks and respective Accreditation Organisations will be fully informed for the methodology adopted for the development of the healthcare waste management competence based framework and will be invited to actively participate in all informational events, internal and external evaluation procedures and accordingly inform other members of the networks they belong.
- ◆ With regards to the policy & decision makers and the other stakeholders. Industrial and Waste Management Associations will collaborate with VET providers, using the Info-Training toolkit to develop training modules, based on their members' personnel training needs. Similarly environmental competent authorities may identify the necessary training modules for legislation compliance purposes according the respective requirements of the Waste Framework Directive.

Methodology applied

All project activities are subject to monitoring and evaluation as part of an ongoing quality control. The principal purpose of this process in the case of dissemination activities is to assess the impact of the project on targeted stakeholders in order to determine future sustainability. The objective of the performance monitoring of dissemination is to ensure that the project achieves the goals defined in the dissemination plan. The monitoring of the performance of dissemination activities will be based on WP2 (Quality).

The project is based on an approach of continuous evaluation. The performance indicators are taken into account in the following procedure:

1. Evaluation planning: In this phase, the detailed evaluation plan is designed based on the first project decisions. Additional monitoring and performance indicators are added.
2. Data collection: During the project, data will be gathered to calculate the performance indicators.
3. Data interpretation: Data gathered in the previous phase will be interpreted. The first analysis will be done by the PCU. In case of underachievement, a deeper analysis will be done, using qualitative methods (in depth- analysis).
4. Continuous monitoring: In addition to observing performance indicators, in the continuous evaluation process, a variety of interaction and feedback loops are realized. By analysing this feedback, recommendations will be provided when there is a probability of underachievement. An overall matrix of the project performance indicators with a description of the method for collection of data is presented in Annex B.

A.1. List of Beneficiaries (Coordinator and Co-beneficiaries)

Partner number	Organisation Name
P1	International Centre for the Environment, Resource Management & Sustainability Ltd (ICERMS)
P2	SINERGIE Societa Consortile a responsabilita limitata (SINERGIE)
P3	Institute of Environmental Protection – National Research Institute (IEP-NRI)
P4	SIGMA Consultants Limited (SIGMA)
P5	ET Log Health Envirotech & Logistics GmbH (ET Log)
P6	Regional Environment Centre for Central & Eastern Europe – Country Office Macedonia (REC COM)
P7	Associacio d'organitzacions registrades EMAS a Catalunya (Club EMAS)
P8	National Centre for Continuing Education (QKEV)
P9	Regional Environment Centre for Central & Eastern Europe – Country Office Slovenia (REC SLO)

P10	The NHS Confederation (NHS - Conf)
P11	European Union of Private Hospitals (UEHP)
P12	International Solid Waste Association (ISWA)

A.2. Dissemination & Communication Level (C&D Level)

Level No	Description
• Level 1 – CO	Confidential, only for members of the consortium (including EACEA and Commission services and project reviewers)
• Level 2 – PP	Restricted to other programme participants (including Commission services and project reviewers)
• Level 3 – PU*	Core target group, stakeholders and decision makers
• Level 4 – PU	The general public

Workpackage Type and reference (1)	Deliverable title (2)	Delivery date	Nature (3)	Dissemination level (4)	Language versions (5)
Management/ Deliverable 1.1	Project governance structure with key personnel	31/04/2014	R	CO	English
Management/ Deliverable 1.2	Project Work Plan	01/05/2014	R	CO	English
Management/ Deliverable 1.3	Interim Report	31/07/2015	R	CO	English
Management/ Deliverable 1.4	Final Report	28/02/2017	R	CO	English
Management/ Deliverable 1.5	Kick-Off Meeting	06/02/2014	E	PP	English
Management/ Deliverable 1.6	Second Coordination Meeting	01/09/2014	E	PP	English
Management/ Deliverable 1.7	Third Coordination Meeting	23/04/2015	E	PP	English
Management/ Deliverable 1.8	Fourth Coordination Meeting	21/09/2015	E	PP	English
Management/ Deliverable 1.9	Fifth Coordination Meeting	06/03/2016	E	PP	English
Management/ Deliverable 1.10	Sixth Coordination Meeting	06/07/2016	E	PP	English
Management/ Deliverable 1.11	Final Coordination Meeting	06/11/2016	E	PP	English

Workpackage Type and reference (1)	Deliverable title (2)	Delivery date	Nature (3)	Dissemination level (4)	Language versions (5)
Quality Assurance/ Deliverable 2.1	Quality Handbook	01/06/2014	S	PP	English
Quality Assurance/ Deliverable 2.2	Interim Quality Report	31/07/2015	R	PU	English
Quality Assurance/ Deliverable 2.3	Final Quality Report	28/02/2017	R	PU	English
Quality Assurance/ Deliverable 2.4	Project's Monitoring and Evaluation System	31/03/2014	S	CO	English
Implementation/ Deliverable 3.1	Development of Assessment Package	28/04/2014	S	PP	Greek, German, Italian, Catalan/Spanish, Polish, Slovenian, Macedonian and Albanian
Implementation/ Deliverable 3.2	Analysis results for the Key Healthcare Facilities in each Country, derived from the Developed Assessment Package	17/10/2014	R	PU	Greek, German, Italian, Catalan/Spanish, Polish, Slovenian, Macedonian and Albanian
Implementation/ Deliverable 3.3	Assessment and national reports on the existing training provisions of professionals in the Healthcare Waste Management industry	17/10/2014	R	PU	Greek, German, Italian, Catalan/Spanish, Polish, Slovenian, Macedonian and Albanian
Implementation/ Deliverable 3.4	Communication and Knowledge Exchange Tool	01/07/2014	S	PU	Greek, German, Italian, Catalan/Spanish, Polish, Slovenian, Macedonian and Albanian
Implementation/ Deliverable 3.5	EU-HCWM Network	01/07/2014	S	PU	English

Workpackage Type and reference (1)	Deliverable title (2)	Delivery date	Nature (3)	Dissemination level (4)	Language versions (5)
Implementation/ Deliverable 4.1	Comparison report of the identified national qualifications and VET	31/10/2014	R	PU	Greek, German, Italian, Catalan/Spanish, Polish, Slovenian, Macedonian and Albanian
Implementation/ Deliverable 4.2	Draft National Occupational Standard for a Healthcare Waste Manger	31/01/2015	S	PU	Greek, German, Italian, Catalan/Spanish, Polish, Slovenian, Macedonian and Albanian
Implementation/ Deliverable 5.1	Training Package	30-11-2015	S	PP	Greek, German, Italian, Catalan/Spanish, Polish, Slovenian, Macedonian and Albanian
Quality Assurance/ 6.1	Report based on the outcomes of internal evaluation	31/09/2015	R	PU	Greek, German, Italian, Catalan/Spanish, Polish, Slovenian, Macedonian and Albanian
Quality Assurance/ 6.2	Reports on the outcomes of external evaluation	31/09/2015	R	PU	English
Quality Assurance/ 6.3	Revised Competence Frame and Proposals for the EU-HCWM training course curriculum	31/11/2015	S	PU	Greek, German, Italian, Catalan/Spanish, Polish, Slovenian, Macedonian and Albanian
Implementation/ Deliverable 7.1	E-Learning Platform in Line With the NOS	31/07/2016	S	PU	English

Workpackage Type and reference (1)	Deliverable title (2)	Delivery date	Nature (3)	Dissemination level (4)	Language versions (5)
Dissemination/ Deliverable 8.1	Dissemination and Communication Handbook	31/04/2014	S	PU	English
Dissemination/ Deliverable 8.2	Project Web-site	31/04/2014	S	PU	Greek, German, Italian, Catalan/Spanish, Polish, Slovenian, Macedonian and Albanian
Dissemination/ Deliverable 8.3	Project's Newsletters	31/03/2014 30/09/2014 31/01/2015 31/03/2015 30/06/2015 30/09/2015 31/01/2016 30/06/2016 30/09/2016	S	PU	Greek, German, Italian, Catalan/Spanish, Polish, Slovenian, Macedonian and Albanian
Dissemination/ Deliverable 8.4	Informative Workshops	30/11/2015	E	PU	Greek, German, Italian, Catalan/Spanish, Polish, Slovenian, Macedonian and Albanian
Dissemination/ Deliverable 8.5	Informative Leaflets	07/05/2014 31/07/2015 30/11/2016	S	PU	Greek, German, Italian, Catalan/Spanish, Polish, Slovenian, Macedonian and Albanian
Dissemination/ Deliverable 8.6	Brochure	30/11/2016	S	PU	Greek, German, Italian, Catalan/Spanish, Polish, Slovenian, Macedonian and Albanian

Workpackage Type and reference (1)	Deliverable title (2)	Delivery date	Nature (3)	Dissemination level (4)	Language versions (5)
Dissemination/ Deliverable 8.7	Articles and Press releases	30/11/2015 30/11/2016	S	PU	Greek, German, Italian, Catalan/Spanish, Polish, Slovenian, Macedonian and Albanian
Dissemination/ Deliverable 8.8	Participation to Events and Conferences	30/04/2015	E	PU	Greek, German, Italian, Catalan/Spanish, Polish, Slovenian, Macedonian and Albanian
Exploitation of Results/ Deliverable 9.1	Exploitation Plan Handbook	31/09/2016	S	PU	EN
Exploitation of Results/ Deliverable 10.1	Development of Implementation Plan	31/06/2016	S	PU	EN
Exploitation of Results/ Deliverable 10.2	Development of EU-HCWM Network	30/10/2016	S	PU	EN
Exploitation of Results/ Deliverable 10.3	Final Conference	30/11/2016	E	PP	EN

A.3. Project Communication and Dissemination Plan

ANNEX B



B.1 the project performance indicators

EU-HCWM performance indicators				
No	Indicator name	Target value	Method	Outcome
1	No of visits to EU-HCWM website per month	400	Dwstats programme (Unique visitors, No of Visits, Hits, Statistic charts per country/ month / page)	• Creating public awareness
2	No of references to EU-HCWM project per year	50	Survey with Google the number of references to EU-HCWM Observation	• Creating public awareness
3	No of workshops organized	7	Minutes of the realized workshops (agendas, minutes, presentations, photos)	• Presentation and evaluation of training framework
4	Number of participants per workshop	50	List of participants of each workshop	• Feedback on target audience's features and functions • Get a better understanding of stakeholders needs and understanding • Increased awareness of stakeholders
5	No of external events per country	2	Minutes of the realized events (presentations, references)	• Reach the target groups at the widest possible level • Raise the awareness of a

				large community outside the EU-HCWM network
6	No of participants at final conference	100	Minutes of the realized conference (list of participants)	• Increased awareness of stakeholders
7	No of technical articles published in the press and communicated to the proper mass media	16	Copies of press releases	• Raise the awareness of a large community outside the EU-HCWM network
8	No of newsletters disseminated	5	Copies of disseminated newsletters	• Project dissemination
9	Total No of newsletters recipients	5000	Records of sent newsletters (emails) Number of Subscribed users of EU-HCWM website	• Project dissemination
10	No brochures; No of copies disseminated	900	Observation	• Project dissemination
11	No of addresses in project's emailing list	1500	List developed and uploaded on HCWM website once completed	• Networking

ANNEX C

Regulations for editing the project outputs

Project LOGO :	
LLP LOGO:	
EACEA LOGO:	
Fonts:	Arial Narrow

<p>Size:</p>	<p>Headline 16pt Headline 14pt Text 12pt Comments 10pt</p>
<p>Header:</p>	<p>Header Right side: project Logo (1,5 x 2,5) Header Left side: LLP Logo (1,5 x 3,5) Header middle Title of Deliverable</p>
<p>Footer:</p>	<p>Footer Right side LLP Logo (1,5 x 3,5) Footer Left side EACEA Logo (1,5 x 2,5) Footer middle the following statement in Tahoma font 8 pt: "This project has been funded with support from the European Commission. This publication [communication] reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein."</p>

On every deliverable created by the project partners, the statement should be printed at the bottom of the cover and second page of the deliverable. The translation of this phrase in all languages as well as the EU logos can be found in the following link: http://eacea.ec.europa.eu/about/eacea_logos_en.php

