INTERIM QUALITY REPORT v.1.

EU-HCWM

Project: EU-HCWM project "Developing an EU Standardised Approach to Vocational Educational Training Awards in Healthcare Waste Management"
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Project Co-ordinator: ICERMS Ltd. **Project Co-ordinator Website:** www.icerms.com

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Chapter 1 – Quality Management

1.1 Introduction

Quality management has a specific meaning within many business sectors. It does not aim to assure best quality of a product or a service, but rather to ensure that an organization or product is consistent meeting specific criteria/standards (including also time frameworks, financial resources, etc.). Quality management can be considered to have four main components: quality planning, quality control, quality assurance and quality improvement. Quality management is focused not only on product/service quality, but also the means to achieve it. Quality management therefore uses quality assurance and control of processes as well as products to achieve more consistent quality.

Quality Planning involves the setting of quality objectives and criteria. Quality assurance and control includes the specification and setting of the procedures, the necessary operational processes, the allocation of human and financial resources that will be needed to achieve those objectives and fulfil the quality criteria.

1.2 EU-HCWM Quality Management System

The objective of the Quality Management System is to ensure the appropriate implementation of quality management procedures and the continuous improvement of the work and deliverables of the project. The quality management system will focus on the process, product and impact level of the project. The monitoring of the proper implementation of each Work Package will be undertaken by an internal quality auditor within the consortium appointed by P1 to ensure the objective perspective on quality.

The following three phases are foreseen:

1. **Development of a Quality Assurance Plan** - Quality Planning is the activity that will be materialized in the beginning of the Project and aims in the determination of particular mechanisms of second main activity. Within the frame of the Quality Planning phase, the following actions will take place:
    - Definition of the quality criteria and measurements that will be used for the assessment of the level of quality
    - Determination of particular prototypes and procedures for the Quality Management of the project
    - Compilation of the Quality Handbook which will be authored by the Work Package leader and approved by the SC
    - Development of procedures and templates to be used for quality assurance

2. **Implementation of the Quality Assurance Plan** - It will be a continuous activity during the materialization of the Project. The purpose of Quality Management will be to ensure that all quality criteria are being met, which means: providing good quality results in time and within budget. Quality control will take place primarily before deadlines, before reporting to the project leader and before milestones such as interim and final reports. More specifically, it will be taking the form of reviews, internal audits and inspections thus ensuring:
    - independent assessment of the performance of procedures
    - assessment of performance of the partners responsible for the deliverables;

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- the timely detection of non-conformities and the implementation of the correspondent preventive and corrective actions;
- that the deliverables satisfy the determined qualitative requirements

The Quality Manager (P1) will coordinate with the PCU and report to the SC within the context of the Project progress reports (interim and inception).

3. Review of the Quality Assurance Plan – the quality management system will be reviewed regularly, in order to ensure the best methods for ensuring quality control are implemented at each stage of the project. During the review of the implementation of the quality assurance plan, should the quality control of the project deliverables be found to be inefficient or ineffective, then steps will be taken to rectify this.
   The Quality Management System will also take into account aspects of the Evaluation & Monitoring System, e.g. Risk Management. A risk management plan will be developed, and will;

   - identify the potential risks,
   - assess any potential costs & delays,
   - and also define the actions to be undertaken in order to reduce the unacceptable risk

   Risks can arise out of staff problems, out of wrong calculations or out of resource problems (mainly time resources). On the basis of risks analysis and within the Quality Planning process, procedures will be developed, which will focus on the Internal Auditing and Preventive/Corrective Actions.

Quality Management is an on-going, continuous activity, carried out routinely throughout the duration of the project's life-cycle. The purpose of Quality Management is be to assure that all quality criteria and objectives, set during quality planning phase, are being met, which will result in the provision of good quality results, delivered on time and within budget.

According the initial internal auditing programme, quality control actions (internal audits and inspections) take place regularly and assess the quality and delivery of each output. By reviewing each output individually, as part of an overarching management system, the quality management team can ensure that;

- The project aims and goals are achieved as scheduled and planned
- The individual project results and deliverables satisfy the determined quality and quantity criteria
- non-conformities are detected in a timely manner, and the corresponding preventive and corrective actions are quickly implemented
- partners' contributions to project administrational and financial issues are regularly evaluated to ensure compliance with Leonardo da Vinci (LdV) framework requirements
- dissemination and exploitation plans and actions are sufficient and in line with the work plan

The internal quality audits' programme per Work Package for the first interim reporting period for the project is presented on the following page.

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Table 1. EU-HCWM Internal Quality Auditing Programme Summary for year 2014 (Jan-Dec)

Audit Plan Summary Jan-Dec 2014												
Month	**January**	**February**	**March**	**April**	**May**	**June**	**July**	**August**	**September**	**October**	**November**	**December**
Deliverable		1.5	8.3	1.1	3.1	8.3	8.3	3.3	1.6	3.2	3.4	3.4
			8.5	1.2	8.3	8.5	8.5	3.4	3.3	3.3	3.5	3.5
				2.1	8.5			8.3	3.4	3.4	4.1	8.3
				2.4				8.5	8.3	8.3	8.3	8.5
				8.1					8.5	8.5	8.5	
				8.2								
				8.3								
				8.5								

Table 2. EU-HCWM Internal Quality Auditing Programme Summary for year 2015 (Jan- Jun)

Audit Plan Summary Jan-Jun 2015												
Month	**January**	**February**	**March**	**April**	**May**	**June**	**July**	**August**	**September**	**October**	**November**	**December**
Deliverable	3.4	3.4	3.4	1.7	3.4	3.4						
	3.5	3.5	3.5	3.4	3.5	3.5						
	8.3	4.2	4.2	3.5	4.2	4.2						
	8.5	8.3	8.3	4.2	8.3	6.1						
		8.5	8.5	8.3	8.5	8.3						
				8.5		8.5						

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A very important aspect of quality management within the EU-HCWM project, is the managerial structure that undertakes the tasks to implement the phases of quality planning, assurance, control and improvement. In order to ensure the effectiveness of the quality management of the EU-HCWM project, clearly defined responsibilities for each person / partner have been assigned. This is of great importance in EU wide-cooperation projects where entities from different countries, training systems and mentalities are collaborating in order to achieve pre-determined outputs. Each participating partner is aware of, and adheres to, the planned objectives of the project.

Within the structure of the EU-HCWM project the overall quality management is under the responsibility of the project coordinator (ICERMS). ICERMS is responsible for the overall quality management and quality planning of EU-HCWM project. All other partners have been involved in quality assurance and control phases of the project. For each separate work package, a work package leader has been appointed, and they are responsible for the quality control and assurance of the work package actions and its deliverables. Work package leaders assure that work package actions and deliverables meet the quantifiable criteria and are in compliance with project financial resources. Each partners' responsibilities regarding the project's quality management are described under the "Partners' Responsibilities" section 1.4 of the current Report.

The overall quality monitoring of the proper implementation of each Work Package (WP) has been undertaken at an initial stage by an internal quality manager-auditor, assigned by ICERMS and at second stage by a certified quality management auditor to ensure the objective perspective on project quality. The Quality Manager coordinates with the Project Coordination Unit and reports to the Steering Committee within the context of the project progress reports.

1.3 EU-HCWM Quality Management Procedures

In the Quality Handbook (Deliverable 2.1) the necessary procedures for:

i. the efficient Quality planning, management and control
ii. a risk analysis

of each work package deliverables and the intermediate actions that have to be undertaken in order to achieve the project results and produce the project's deliverables were developed. For each work package a quality management plan was developed. The quality management plan contains:

1. The Aim of the work package.
2. The Responsibilities of each Partner in the work package.
3. Analytical description of the Work Package Procedure including the quality planning and control and the risk analysis of the work package deliverables and actions.

For each work package the following is defined:

1. Name of the Deliverable or Action
2. Partner that is in charge of the deliverable/action
3. Quality Criteria, Objectives / Time framework scheduled
4. Operational Process to produce the deliverable, materialize the action
5. Identified Potential Risks
6. Proposed Preventive and Correction Actions
7. The necessary Documents and Templates that are proposed for use

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8. Files that have to be kept by partners in their administrational and/or financial filing system and accordingly forwarded to the Project Coordinator

Sometimes it is difficult to identify and specify quantifiable quality parameters to certain project deliverables. In these cases the successful and on time implementation of the working process for the production of a project deliverable, as well as its acceptance from the project target groups can assure its quality level.

The quality of the overall project results depends on the valorisation of the project results, i.e. the adaptation and implementation of the training programme into practice, while considering the relevant training procedures. The quality of the foreseen qualification framework and the associated training programme developed can be measured by the marketability of the products that will prove that it meets the real demands of the trainees and the trainers in Healthcare waste management sector.

The deadlines set in for each deliverable and/or actions were rechecked after every coordination meeting and especially before the end of each official reporting period.

1.3.1. Interim Quality Report

The current Interim Quality Report has been produced in the context of the interim progress report. It contains the results of the implemented measures for quality management and assurance from the project start to the half time of the project duration. The report is available in printed format and also as PDF version for download via the network website.

1.3.2. Final Quality Report

The Final Quality Report will be produced in the context of the final progress report. It will contain the results of the quality management measures implemented 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 not later than the 31-03-2016.

1.4 EU-HCWM Quality Management Partners Responsibilities

All partners have specific responsibilities, during the implementation of the EU-HCWM Quality Plan, resulting from the approved project proposal by Education Audiovisual Culture European Agency (EACEA), within the framework of the LdV programme. The partner responsibilities are outlined in more detail in the following sections.

1.4.1 ICERMS Limited – P1 (ICERMS)

Partner Number	Organisation	Acronym
1	International Centre for the Environment, Resource Management and Sustainability Ltd. (ICERMS Ltd.)	ICERMS

ICERMS is responsible for;

- Implement and monitor the processes of internal quality audits.
- Coordinate the collection and evaluation of all relative information and data regarding the project's progress from all participating partners.
- Approve and monitor the corrective & preventive actions.
- All deliverables will be submitted to ICERMS Limited for final approval and submission.

1.4.2 Partner Responsibilities

Partner Number	Organisation	Acronym
2	SINERGIE Società Consortile a responsabilità limitata	SINERGIE
3	The Institute of Environmental Protection - National Research Institute	IEP-NRI
4	SIGMA Consultants Ltd.	SIGMA
5	ET Log Health	ETLog
6	Regional Environment Centre - Macedonia	REC-FYROM
7	Club EMAS	CLUB EMAS
8	National Vocational Education Centre - QKEV- Albania	QKEV
9	Regional Environment Centre – Slovenia	REC-CEE
10	NHS Confederation	NHS Confed
11	European Union of Private Hospitals	EUPH
12	International Solid Waste Association	ISWA

All partners are responsible for:

- Participate in the internal audits of the project's Quality Planning and Monitoring actions
- Provide information and data for the evaluation of the project's quantifiable progress / quality indicators.
- Elaborate any proposed corrective and preventive actions.

Chapter 2 – Quality Assurance by Work Package

2.1. Work Package 1

Work package one outlines the process and procedures for the management of the project. It consists of 5 key outputs;

- Project governance structure with key personnel
- Project Work Plan
- Interim Report
- Final Report
- 7 Co-ordination meetings

Work package 1 outlines the process and activity of planning, organizing, motivating, and controlling resources, procedures and protocols to achieve specific goals laid out in the work plan.

The main issue to be addressed is creating an effective means to achieve all of the project goals and objectives while honouring the scope, time, quality and budget limitations set out in the original application.

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2.1.1. Description

Design and Set-up

This phase is estimated to take three months and will be devoted to the following:

Staffing of the Governance Structure: It involves the following management entities: 1. Applicant Partner (P1), 2. Project Coordination Unit (PCU), 3. Steering Committee (SC), 4. Working Group (WG).

Project Planning Process: The PCU will detail the proposed work package plan and the assignment of responsibilities taking into consideration any comments submitted by the Committee.

Project Management Processes and Reporting Standards: All reporting formats for project level and commission level relating to project management will be designed according to the EC guidelines.

Financial Control: Financial control processes will be developed for the project accounting (including budgeting, cost commitment, delivery, and payment).

On-going Project Management

Once the structures, processes and tools have been set up, the PCU will manage and monitor the project management activities throughout the project. These will include the following:

Planning:

- Continuous updating and maintenance of the project plan to reflect actual progress and any detailed plans developed as deliverables from the tasks
- Coordinating a 6-monthly planning cycle to review the current project plan and to develop the integrated plan for the next 6 months
- Establishing calendar and agendas of the various meetings

Execution:

- Overseeing the communication and flow within the project
- Coordinating the review and sign-off process for deliverables from the tasks
- Tracking the success of the portfolio in achieving the project's goals and objectives
- Monthly consolidation of work package progress and performances
- Preparing the progress reports
- Monthly reconciliation of actual financial expenditures against forecasts
- Dealing with the accounting and the payment of the sustained and duly certified costs

Control: this would involve identifying, managing and reporting on the project risks, issues, conflicts, changes and performance.

2.1.2. Partners Responsibilities

Work Package Leader (P1) - Responsible for the Strategic Project Management including monitoring, regular reporting and maintenance of the central project management office. P1 will undertake the Preparation – Submission of Reports to EACEA and the participation in the meetings and events

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organized by the Agency. P1 will organise two Coordination meetings in the beginning and at the end of the project.

Contributing partners (P2-P12) - Members of the Steering Committee, attending project management and other relative meetings and contributions to the on-going monitoring and review processes. Task allocations have been made on the basis of an equitable balance of commitments from all project partners to providing the coordinator with data and local monitoring report on progress at a local level on an on-going basis. Each of P2, 3, 5, 6, and P7 will organise one coordination meeting.

2.1.3 Audit results

Each of the deliverables from work package one have been audited, using pre-determined key performance indicators.

Deliverables audited

The following Internal Audits took place within the scope of Work Package 1:

Audit Reference Number	Deliverable Number	Deliverable Title
QM_IA01	1.1	Project governance structure with key personnel
QM_IA02	1.2	Project Work Plan
QM_IA05	1.5	Kick-Off Meeting
QM_IA06	1.6	Second Coordination Meeting
QM_IA07	1.7	Third Coordination Meeting

Summary of audit findings

A summary of the Internal Audits that took place within the scope of Work Package 1 are outlined below:

Work Package 1: Summary of Audit Findings				
Audit Ref.	**Deliverables Audited**	**Deliverable Objectives**	**Findings**	**Non-conformities & corrective actions**
QM_IA01	Project governance structure with key personnel	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. Members of the PCU will be the Project Coordinator (PC) and his deputy (from P1) as well as the Financial Manager (from P1). The SC will be chaired by the P1 while the other partners will	• Information provided by the partners • Information updated every 6 months • Information complete • Delivered on time	• Information now includes skype details where possible • Information also to be updated with known partner information changes none

		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. 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.		
QM_IA02	Project Work Plan	The Project Workplan will include the effective planning, management, implementation, reporting and evaluation of the project. The project workplan will have two components: • the outcome workplan tables which will describe each project outcome and how the project will be implemented to achieve the outcome, including inputs, activities, timeframe, responsible person, and outputs. • the outcome evaluation plan tables which will describe how the SC will evaluate whether each project outcome has been achieved, including outcome indicators and data collection methods and time frame	• Project work plan is managed by P1. All ongoing activities are recorded and managed using the project work plan. • Original project work plan delivered on time. • The work plan is reviewed every 4-6 months to ensure it is up-to-date with current project activities, as it forms part of the project's monitoring and evaluation system.	• Information complete • Delivered on time • On-going review plan in place
QM_IA05	Kick-Off Meeting	The Kick-Off Meeting (1st Coordination Meeting) 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. The outcomes of the Kick-off meeting will be the following: agenda, minutes, photos, presentations, folders, list of participants.	• Delivered on time • Sufficient preparation • Quality of presentations • Partner feedback • Objectives covered within the timeframe • Number of attendees • Follow up actions completed; e.g. partner queries answered, meeting minutes produced • Partners given access to presentations and all relevant information from the meeting	• The project started later than anticipated because of a delay with the project agreement (no pre-financing), so the meeting was held in February. • Partner 1 distributed a doodle survey with potential dates to the partners and these were agreed within 1 month before the meeting was held. An agenda was agreed and distributed to the partners more than two weeks before the meeting. • Very good quality presentations – contained all of the

				information that was required to be communicated to the partners. Good quality presentations, and supporting documents – easy to follow. • A lot of information to digest. Some partners had never taken part in an LDV project before, so the information was very new to them and therefore, they were a little overwhelmed. • All actions were followed up within 10 days of the kick off meeting • All outputs of the kick-off meeting were uploaded to the project Dropbox.
QM_IA06	Second Coordination Meeting	The 2nd Coordination Meeting will be hosted by Germany. It will be organised 6 months after the Kick-off meeting in Scotland. The meeting will last for two days. The purpose of the Coordination Meeting will be the discussion of the project status in each participating country, the on-going and future activities, financial and administrative issues. The outcomes of the coordination meeting will be the following: agenda, minutes, photos, presentations, folders, list of participants.	At the kick-off meeting, the potential dates of the 2nd CM were discussed. Partner 5 distributed a doodle survey with potential dates to the partners and these were agreed within 6 months before the meeting was held. An agenda was agreed and distributed to the partners more than one month before the meeting. Very good presentations which contained all of the information that was required to be communicated to the partners. Presentations, and supporting documents were easy to follow and high quality. All relevant partners contributed to the delivery of material, as per the request of the lead and hosting partner. Very useful meeting – many issues were discussed and resolved. All objectives, outlined within the agenda, were met. All actions were followed up within 10 days of the meeting All outputs of the meeting were uploaded to the project Dropbox.	Partners find face-to-face meetings much better than other forms of communication. Group Skype sessions have been agreed for the coming months due to a high number of outputs due within the next 6months. Partners felt that regular Skype sessions before the next co-ordination meeting would be a benefit. Two partners (P9 & P11) could not attend. Partner 9 could not attend due to ill health, and P11 could not attend due to lack of funds.
QM_IA07	Third Coordination Meeting	The 3rd Coordination Meeting will be hosted by Spain. It will be organised 6 months after the	• At the second co-ordination meeting, the potential dates of the 3rd CM were discussed.	Mediocre attendance (75% attendance)

		coordination meeting in Germany. The meeting will last for two days. The purpose of the Coordination Meeting will be the discussion of the project status in each participating country, the on-going and future activities, financial and administrative issues. The outcomes of the coordination meeting will be the following: agenda, minutes, photos, presentations, folders, list of participants.	Partner 7 distributed a doodle survey with potential dates to the partners and these were agreed within 6 months before the meeting was held. An agenda was agreed and distributed to the partners more than one month before the meeting. • Very good presentations which contained all of the information that was required to be communicated to the partners. Presentations, and supporting documents were easy to follow and high quality. All relevant partners contributed to the delivery of material, as per the request of the lead and hosting partner. • Very useful meeting – many issues were discussed and resolved. Partners find face-to-face meetings much better than other forms of communication. Group Skype sessions have been agreed for the coming months due to a high number of outputs due within the next 6months. Partners felt that regular Skype sessions before the next co-ordination meeting would be a benefit. • All objectives, outlined within the agenda, were met. • All actions were followed up within 10 days of the meeting • All outputs of the meeting were uploaded to the project Dropbox.	Four partners (P2, 5, 8 & 12) could not attend. This was due to financial constraints due to lack of pre-financing. Partners that could not attend in person contributed via a conference call over Skype. All partners also had access to the material outputs from the meeting within the project Dropbox.

2.2. Relative documentation audited

- Administrational documents
- Financial documents

2.3. Records' keeping

1. Project Governance Structures (PCU, SC, WG)
2. EU-HCWM Document Template
3. Internal Audit Forms. The template is attached in the Annex of the present Interim Quality Report
4. Project's Quality Monitoring Table. The file is attached in the Annex of the present Interim Quality Report
5. Timesheets Worksheet (for staff costs)
6. Worksheet for calculating travel costs, subcontracting, other costs (all other costs except staff).

7. Financial worksheets.

All administrational and financial files are filled in by responsible partners on time, and kept in each partner's filing system for a period of five (5) years after the project completion.

All files can be accessed by ICERMS as the Project Leader and EACEA auditing authorities as the principle administrational and funding organisation of the EU-HCWM project.

3.1. Work Package 2

Work package 2 outlines the quality management of the project. Quality management ensures that the consortium and the project outputs are consistent. It has four main components: quality planning, quality control, quality assurance and quality improvement.

Quality management is focused not only on product and service quality, but also on the means to achieve it. Quality management, therefore, uses quality assurance and control of processes as well as products to achieve more consistent quality.

3.1.1. Description

The objective of the Work Package is to ensure the appropriate quality management and continuous improvement of the work and deliverables of the project. The quality management will focus on process, product and impact level. The monitoring of the proper implementation of each Work Package will be undertaken by an internal quality auditor within the consortium appointed by P1 to ensure the objective perspective on quality. The following two phases are foreseen:

1. *Risk Management*: The current phase refers to the identification of the risks, the assessment of the impact of the cost and delay and the definition of actions to reduce the unacceptable risks. Risks can arise out of staff problems, out of wrong calculations or setting out of wrong subcontractors and out of resource problems which are mainly time resources. On the basis of risks analysis and within the Quality Planning process, procedures will be developed oriented to Internal Auditing and Preventive – Corrective Actions.

2. *Quality Planning:* Quality Planning is the activity that will be materialized in the beginning of the Project and aims in the determination of particular mechanisms of second main activity. Within the frame of the Quality Planning phase, the following actions will take place:

    i. Definition of the quality criteria and measurements that will be used for the assessment of the level of quality.

    ii. Determination of particular prototypes and procedures for the Quality Management of the Project.

    iii. Compilation of the Quality Handbook which will be authored by the Work Package leader and approved by the SC within the first three working months.

3. *Quality Management*: It will be a continuous activity during the materialization of the Project. The purpose of Quality Management will be to ensure that all quality criteria are being met, which means: providing good quality results in time and within budget. Quality control will be taking place especially before deadlines, before reporting to the project

leader and before milestones such as interim and final reports. More specifically it will be taking the form of reviews, internal audits and inspections thus ensuring:

- the representation of the subjects that is related with the quality management;
- the benefit of independent assessment of completeness and consequence of procedures and deliverables;
- the in-time detection of non-conformities and the implementation of the correspondent preventive and corrective actions;
- the guarantee that the deliverables satisfy the determined qualitative requirements.

The Quality Manager (P1) will coordinate with the PCU and report to the SC within the context of the Project progress reports.

3.1.2. Partners Responsibilities

Work Package Leader (P1) - P1 will undertake the task to evaluate the work progress throughout the duration of the project. ICERMS will prepare the Project's Monitoring and Evaluation System, the quality management procedures and elaborate the internal/external Quality Management auditing. Furthermore P1 will a) coordinate the collection and evaluation of all relative information and data regarding the project's progress from all participating partners and b) approve and monitor the corrective-preventive actions. P1 will prepare the Quality Handbook and the Quality Management Interim and Final Reports.

Contributing Partners (P2-12) - Participation in the internal audits of the project's Quality Management System. Provision of information and data for the evaluation of the project's quantifiable progress / quality indicators. Elaboration of corrective and preventive actions. Contribution to the preparation of the Quality Management Handbook and Interim/ Final Reports. Provide the coordinator with data and local monitoring report on progress at a local level on an on-going basis.

3.1.3 Audit results

Each of the deliverables from work package two have been audited, using pre-determined key performance indicators.

Deliverables audited

The following Internal Audits took place within the scope of Work Package 2:

Audit Reference Number	**Deliverable Number**	**Deliverable Title**
QM_IA12	2.1	Quality Handbook
QM_IA15	2.4	Project's Monitoring and Evaluation System

Summary of audit findings

A summary of the Internal Audits that took place within the scope of Work Package 2 are outlined below:

Work Package 2: Summary of Audit Findings

Audit Ref.	Deliverables Audited	Deliverable Objectives	Findings	Non-conformities & corrective actions
QM_IA12	2.1	The purpose of this document is to define the structure of the project's Quality Management System, the tasks and responsibilities of the involved personnel and finally the procedures and guidelines which will be used by WP Leaders to ensure high standards of quality of the work produced. It will include procedures like : – Communication between participants; – Documentation; – Production of reports and deliverables; – Review of the various types of deliverables and reports; – Internal Auditing; – Non conformities, corrective and preventive actions; – Dissemination; Management Review of the results of the Quality Management internal audits and the corrective actions that will be implemented in cases of divergences from the initial specs.	Delivered on time Dissemination to partners Suggested changed implemented Regular review of handbook Contains all relevant and necessary information Version control, and record of changes maintained in document	none
QM_IA15	2.4	This deliverable is a supportive tool to be used for the monitoring and evaluation of the project's execution The data collected will allow for adequate project evaluation, review and monitoring. Any deviations from the projects targets will be identified quickly, and, consequently, corrective action can be taken. The Monitoring and Evaluation System will consist of the following: – Gantt Chart – Records of all the projected outputs, project deliverables and milestones – Project Evaluation – the progress of the project will be monitored; several performance indicators will be used to ensure high quality products are delivered on time. Key performance indicators will be given a numerical value, corresponding to the value of the action, and will be summarised to show the project progress on a regular basis to all associate partners. – Project evaluation updates – each activity will be assessed using set performance indicators, and all associate partners will be regularly updated with the project performance.	Project's monitoring and evaluation system completed by delivery date, however it is updated regularly by P1 Project work plan & budget disseminated to partners. Project's monitoring and evaluation system is managed by P1. On-going review in place, formal evaluation of the system carried out every 6months approx.	none

		Interim reporting – all project reports will contribute to the overall project evaluation report, and will act as a secondary project monitoring system.		

3.2. Relative documentation audited

- Quality handbook
- Project's Monitoring and Evaluation System
- Work Plan
- Budget Table
- Internal reports
- Risk management system

3.3. Records' keeping

All partners monitor and record project's activities and deliverables for each work package. P1 responsible for collating all information, and for the project's monitoring and evaluation system implementation.

4.1. Work Package 3

This package will include the development of tools to be used in the assessment and analysis of existing Healthcare Waste Management NOS's, VET's and skills sets of existing healthcare waste managers. Each partner will be responsible for the establishing an national network which it will use as a sounding board for the project outputs and of a dissemination mechanism for agreed final project outputs and the implementation action plan. The partners will also be responsible for the preparation of a country based assessment report.

4.1.1. Description

Work package three will consist of six key factors:

- Identification of a number of key healthcare institutions from each of the associate partner countries, through which they can conduct the agreed assessments outlined in WP 4.
- Preparation and use of analysis tools to be used in the evaluation of the chosen key healthcare institutions in order to compile a report for each country.
- Analysis of existing healthcare vocational qualifications and NOS in each of the partner countries
- Assessment of current healthcare waste management VET/NOS in each of the relevant countries
- Development of a network for each partner country, which will constitute the database for key stakeholders and will provide a mechanism for dissemination of agreed final project outputs and the implementation action plan.
- Development of a Communication and Knowledge Exchange Tool

Each partner will be responsible for identifying key healthcare facilities which represent a fair and reliable sample of the broad variety of healthcare institutions which are available in each country for both the private and public institutions. Several factors will be taken into account when choosing appropriate healthcare facilities (e.g. location, size, public/private institutions, staff numbers, etc.) to ensure that a fair representation of healthcare facilities within each country is established.

An assessment package will be developed for use at each of the chosen hospitals. Several key factors will be analysed, primarily regarding the current waste management practices across the board.

This will help create a baseline for the development of the NOS, and determines many factors including; the current and future requirements for a healthcare waste manager qualification, differences in waste management practices across each country, varying degrees of knowledge in correct waste management practices, differences in waste management practices and standards, and differences in waste treatment options.

Any existing National Occupational Standards or VET programmes available in the healthcare waste management sector will be analysed by each of the partners, in their own country. They will be responsible for identifying the processes involved in vocational education and training within their own country and will produce a report on the NOS/VET systems in their country for comparison.

Each of the partners will be responsible for the development of a network consisting of representatives of all stakeholders' target groups, i.e. direct beneficiaries like vocational training providers and potential learners; policy and decision makers awarding bodies, healthcare professionals, regulatory bodies, training centres, healthcare groups, universities, local communities, potential learners, environmental bodies, etc.

This will aid the dissemination process, and will also act as a platform whereby the project deliverables can be presented to and discussed by key stakeholders. This feedback will be useful in providing a larger volume of information from a wider audience.

In order to broaden the scope of information, the Communication and Knowledge Exchange Tool will be set up to create a platform for engaging with individual and stakeholder groups.

4.1.2. Partners Responsibilities

Work Package Leader (P4) - Co-ordination of the development of the assessment package and the development of the surveys' reports at national level. Development of survey at national level. Networking activities at national level. Design of the knowledge base template.

Contributing Partners (P1, 2, 3, 5 -12) - Development of the survey reports at national level. Coordination of surveys at national level. Networking activities at national level. Development of the project communication and knowledge exchange tool based on the template designed by the WP Leader. Contribution to the development of the IT Platform content.

Distribution of questionnaires to representatives of the project's target groups and networking activities at national level.

4.1.3 Audit results

Each of the deliverables from work package three have been audited, using pre-determined key performance indicators.

Deliverables audited

The following Internal Audits took place within the scope of Work Package 3:

Audit Reference Number	Deliverable Number	Deliverable Title
QM_IA16	3.1	Development of Assessment Package

QM_IA17	3.2	Analysis results for the Key Healthcare Facilities in each Country, derived from the Developed Assessment Package
QM_IA18	3.3	Assessment and national reports on the existing training provisions of professionals in the Healthcare Waste Management industry
QM_IA19	3.4	Communication and Knowledge Exchange Tool
QM_IA20	3.5	EU-HCWM Network

Summary of audit findings

A summary of the Internal Audits that took place within the scope of Work Package 3 are outlined below:

Work Package 3: Summary of Audit Findings				
Audit Ref.	**Deliverables Audited**	**Deliverable Objectives**	**Findings**	**Non-conformities & corrective actions**
QM_IA16	3.1	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 be expected to 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	Delivered on time Draft version disseminated to partners Relevant amendments suggested by partners implemented Contains all relevant and necessary information Meets work package objectives Delivered within scope	none

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		an accurate baseline on which the following work packages will rely. All of the material will be produced in English, and the final reports will be in English also.		
QM_IA17	3.2	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. The reports will be prepared in English. No of reports: 9 individual, 1 final; **Total 10**	Delivered on time Relevant partners contributed Contains all relevant and necessary information Standardised templates provided by work package leader Meets work package objectives Delivered within scope	None
QM_IA18	3.3	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	Delivered on time Relevant partners contributed Contains all relevant and necessary information Standardised templates provided by work package leader Meets work package objectives Delivered within scope	

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		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. All reports will be prepared in English. No of reports: 9		
QM_IA19	3.4	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. The contents concerning each of the participating countries will be clustered together and will form part of the comparative study. The Work Package leader 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.	Delivered on time Relevant partners contributed Contains all relevant and necessary information Meets work package objectives Delivered within scope Knowledge base section set up on the project website. LinkedIn page for the project created. Some partners need to contribute more to the knowledge base, by next review period.	Deliverable still in progress
QM_IA20	3.5	A national network will be created in each participating country. The members of the networks will be representatives of all stakeholders' target groups, i.e. direct beneficiaries like vocational training providers	LinkedIn page for the project created. Network registration is possible on the project website. Some partner have a much larger network list than others due to the functions of the partners. For example, ISWA (P12) has a professional network	None

		and potential learners; policy and decision makers; other stakeholders like local communities, healthcare providers, and environmental organizations. Each member will have to register with the e-platform. A complete database 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.	of around 17,000, which is much greater than other partners since ISWA acts as a networking/dissemination/multiplier partner. Due to the multiplier partners (ISWA, UEPH & NHS Confederation) the project has an excellent established professional network. Output delivered on time and delivered within scope. Relevant partners contributed Meets work package objectives Satisfactory number of network members Satisfactory quality of network members	

4.2. Relative documentation audited

- Assessment package
- Country Reports
- Compilation report
- EU-HCWM network

4.3. Records' keeping

Partners will keep a record of their professional network and the results from the national hospital assessments.

5.1. Work Package 4

Partner 1 will compile a comparative analysis report, from the outputs of WP3. Using the comparative reports as guidance, a draft National Occupational Standard for the post of healthcare waste manager within a healthcare facility will be developed. The draft will be circulated to the partners for their comments and feedback. At the conclusion of this process a final draft will be circulated to the partners and they in turn will circulate to their stakeholder networks for comment.

5.1.1. Description

The objective of WP4 is to draft the first version of the National Occupational Standard for the different levels of HCWM qualifications in line with the directions of the EU (EQF, ECVET) policy.

WP4 will use the outputs from actions undertaken within the context of WP3 to conduct the comparative assessment of the respective NQFs. The outputs which will be used, will be:

i. the analysis of the specific occupation (Healthcare Waste Manager)
ii. 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 waste 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 11 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;

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

5.1.2. Partners Responsibilities

Work Package Leader (P1) - Gathering of all countries' reports and incorporation into one. Development of the draft and final version of the Comparison report regarding the identified national qualifications and VET.

Contributing Partners (P2-12) - Contribution to the development of final version of comparison report. Contribution to the development of the draft NOS.

5.1.3 Audit results

Each of the deliverables from work package four have been audited, using pre-determined key performance indicators.

Deliverables audited

The following Internal Audits took place within the scope of Work Package 4:

Audit Reference Number	Deliverable Number	Deliverable Title
QM_IA21	4.1	Comparison report of the identified national qualifications and VET
QM_IA22	4.2	Draft National Occupational Standard for a Healthcare Waste Manger

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Summary of audit findings

A summary of the Internal Audits that took place within the scope of Work Package 4 are outlined below:

Work Package 4: Summary of Audit Findings				
Audit Ref.	**Deliverables Audited**	**Deliverable Objectives**	**Findings**	**Non-conformities & corrective actions**
QM_IA21	4.1	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 county'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.	Delivered on time Relevant partners contributed Meets work package objectives Delivered within scope Good quality product, containing all the necessary information, according to the work package Translation of deliverable is in progress.	Translation and summary version of comparison report is in progress. To be completed by 30/11/2015
QM_IA22	4.2	Recommendations for the development of a National Occupational Standard, for the common recognition of the qualifications of the Managers in the Healthcare Waste industry within Europe, will be based on the comparative analysis of the respective qualifications in participating countries. The approach adapted will be the enumeration and detailed classification of the knowledge, skills and competences currently required and likely to be required by the Healthcare Waste Facilities Managers over the next 5 years, derived from relative curricula and consultation within the industry. The results will be presented in the form of a matrix in line with the EQF standards. As part of the process, the allocation of credit will be defined; the selection of key areas of learning will be defined and these learning	IN PROGRESS	IN PROGRESS

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		points will be designated and grouped to create distinct learning units.		

Relative documentation audited

- Country reports
- Compilation report
- Final set of National Occupational Standards

Records' keeping

All partners will keep final versions of the NOS for the evaluation phase.

6.1. Work Package 6

Each partner will be responsible for the internal and external evaluation of the developed NOS and the associated training package.

Deliverables:

- Report based on the outcomes of internal evaluation
- Reports on the outcomes of external evaluation
- Revised Competence Frame and Proposals for the EU-HCWM training course curriculum

6.1.1. Description

The development activities will be followed by an evaluation phase which will consist of the internal and external evaluation of;

i. the draft NOS and
ii. the proposed training package for the NOS

The first phase, internal evaluation, will concern the evaluation of the proposed National Occupational Standard and the suggestions by the members of the EU-HCWM Network. The members of the network will be invited to an on-line forum for the conduction of the evaluation, via the communication and knowledge IT tool. A platform for discussion will be provided as well as an on line evaluation questionnaire.

The evaluation questionnaire will mainly assess the integrity of the proposed knowledge, skills and competences' and the extent of their conformity with the EQF level, the value of the learning outcomes, and the adequacy of the learning units. In addition, the questionnaire will seek to assess the impact on the mobility and quality of professionals in the Healthcare Waste Management industry across Europe.

The second phase will involve external evaluators for the assessment of the aforementioned products of Work Packages 4 and 5. Some of the project partners (one per country) will assign external experts to the evaluation of the deliverables. At least two experts per participating country are expected to be appointed. The selection of experts will be realised in each country in cooperation and in line with the Life Long Learning national authorities. The evaluators will be highly experienced in vocational training sector with special knowledge of the Healthcare Waste

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Management industry. Each evaluator will produce one report with remarks and suggestions over the content of the proposed NOS and the proposed training package.

The outcomes of the evaluation procedure, including conclusions and suggestions stemming from the forum discussions, the questionnaire results and the external experts reports will be examined and taken into account for the fine-tuning of the products.

6.1.2. Partners Responsibilities

Work Package Leader (P3) - Construction of the on-line questionnaire, preparation of the evaluation reports' template, processing of final results and revision of products. Preparation of the report for the on-line evaluation procedure. Sensitization of the national network for active participation to the on line evaluation. Appointment of the national external evaluators.

Contributing Partners (P1, 2, 4-12) - Contribution to the development of the questionnaire and evaluation reports' templates. Sensitization of the national network for active participation to the on line evaluation. Appointment of the national external evaluators.

6.1.3 Audit results

Each of the deliverables from work package six have been audited, using pre-determined key performance indicators.

Deliverables audited

The following Internal Audits took place within the scope of Work Package 6:

Audit Reference Number	**Deliverable Number**	**Deliverable Title**
QM_IA24	6.1	Report based on the outcomes of internal evaluation
QM_IA25	6.2	Reports on the outcomes of external evaluation
QM_IA26	6.3	Revised Competence Frame and Proposals for the EU-HCWM training course curriculum

Summary of audit findings

A summary of the Internal Audits will be produced once the outputs of work package 6 have been completed.

Work Package 6: Summary of Audit Findings				
Audit Ref.	**Deliverables Audited**	**Deliverable Objectives**	**Findings**	**Non-conformities & corrective actions**
QM_IA24	6.1	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, Spanish, Polish, Slovenian, Macedonian and Albanian. The results of the procedure	IN PROGRESS	IN PROGRESS

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		will be translated by the staff members in English and the report of results will be developed in English as well.		
QM_IA25	6.2	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. The reports will be produced in English. No of reports: 18	IN PROGRESS	IN PROGRESS
QM_IA26	6.3	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.	IN PROGRESS	IN PROGRESS

6.2. Relative documentation to be audited

- Evaluation questionnaire
- External evaluation questionnaire
- Internal evaluation reports
- External evaluation reports
- Evaluation compilation reports

6.3. Records' keeping

All partners will keep records of the evaluation phase.

7.1. Work Package 8

Work package 8 focusses on the dissemination activities of the project outputs. Dissemination activities include; launching the project website, forum, weblog and social networks at the early beginning of the project; organizing specific dissemination events (workshops, brochures, press articles, newsletters, EU presentations).

The deliverables expected from WP8 are:

- Dissemination and Exploitation Handbook
- Project Web-site
- Project's Newsletters
- Informative Workshops
- Informative Leaflets
- Brochure
- Articles and Press releases
- Participation to Events and Conferences

7.1.1. Description

The objective of this work package is to widely disseminate the project's developed products, the applied methods, the gained experiences and policy lessons drawn, providing useful information and

raising awareness to all EU-HCWM target groups, potential end users both in EU and non-EU countries.

After the approval of the project, a detailed Exploitation Plan (EP) will be compiled. The plan will be based on the project's targets' groups, end users' needs, considering simultaneously the waste management sectors they are activated in. EU-HCWM project is addressed to the Direct Beneficiaries, the Policy and Decision Makers and other stakeholders.

The EP 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. Monitoring parameters (i.e. questionnaires, numbers of participants) will be determined for each valorisation activity. Collected data will be assessed and the results will be integrated in the project interim and final report. In case, that deviations are observed from the set objectives then corrective actions will be recommended to all partners to ensure optimal valorisation of project results.

The EP will be analytically described in the project's Dissemination and Exploitation Handbook. Special emphasis will be given to the need for all partners to take an active role in disseminating project's results in their activities' fields' collaborators, using their existing lines of communications both in their and other countries.

The contents and the material will be approved by the SC of the project and will be adopted by all the partners. The dissemination plan will be regularly reviewed (in consultation with end users) and where necessary revised. The EU-HCWM dissemination planned actions include:

- The EU-HCWM Project website – design, hosting and management.
- The project partners will create their extensive e-mailing list and a database of key project personnel/contacts that will be continuously updated to forward all produced informative material.
- Compilation and issue of two informative leaflets. A 'start-up' leaflet explaining project aims, actions and another one near the end of the project showcasing project results.
- Production and publication of 5 e-newsletters after each SC meeting
- Production of a brochure containing the main outcomes of the project.
- Eight informative workshops, one in each participating country, for the broad dissemination of the project identity, objectives and activities to the targeted stakeholders.
- Writing and distribution of press releases – articles before the realisation of each dissemination event (workshop, conference).

7.1.2. Partners Responsibilities

Work Package Leader P6 - Development of the Communication and Dissemination Handbook, contribution to the content development of the website, preparation of the Newsletters, organisation of the national workshop, preparation of press releases and technical article at national level, preparation and printing of the dissemination material (leaflet and brochure), representation of the project at a relevant seminar/workshop.

Contributing partners (P1) - Development of the website, participation in the national workshop, preparation of a press release and a technical article at national level, preparation of the article at EU level, preparation and printing of the dissemination material (leaflet and brochure), promotion of

informative material and newsletters to national network, representation of the project at a relevant conference.

Contributing partners (2, 3, 4, 5, 7-12) - Contribution to the content of the website, preparation of the Newsletters, organisation of the national workshop, preparation of press releases and technical article at national level, preparation and printing of the dissemination material (leaflet and brochure), representation of the project at a relevant seminar/workshop.

Promotion of informative material and newsletters to national network, target groups and key actors. Realization of the informative workshop at a national level. Preparation of a press release. Preparation, translation and printing of the dissemination material (leaflet and brochure).

7.1.3 Audit results

Each of the deliverables from work package eight have been audited, using pre-determined key performance indicators.

Deliverables audited

The following Internal Audits took place within the scope of Work Package 8:

Audit Reference Number	Deliverable Number	Deliverable Title
QM_IA28	8.1	Dissemination and Exploitation Handbook
QM_IA29	8.2	Project Web-site
QM_IA30	8.3	Project's Newsletters
QM_IA31	8.4	Informative Workshops
QM_IA32	8.5	Informative Leaflets
QM_IA33	8.6	Brochure
QM_IA34	8.7	Articles and Press releases
QM_IA35	8.8	Participation to Events and Conferences

Summary of audit findings

A summary of the Internal Audits that took place within the scope of Work Package 8 are outlined below:

Work Package 8: Summary of Audit Findings				
Audit Ref.	**Deliverables Audited**	**Deliverable Objectives**	**Findings**	**Non-conformities & corrective actions**
QM_IA28	8.1	The purpose of this document is to define the proper Dissemination and Exploitation strategy ensuring maximum impact of the project during its life span and sustainable benefits after the project is ended. The Handbook will deal with items	Delivered on time Relevant partners contributed Meets work package objectives Delivered within scope Good quality deliverable Document will be reviewed as part of the objectives covered in work package	None

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		like 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 developed in English and will be available in PDF version for download from the project website.	8. Small improvements may be made to the document at this time. Draft circulated for review and comment to partners, all comments taken on board and changes made to create the final version. Good quality product delivered by Partner 6. Minimal changes required to the draft version.	
QM_IA29	8.2	The project website will be launched in English containing 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. Subscribers will be informed via RSS feeds. The EU-HCWM website will be primed to be more visible to search engines. The website will be developed gradually starting from the 1st month of the project and will be regularly. The website will stay active 5 years after the conclusion of the project.	Delivered on time Relevant partners contributed Meets work package objectives Delivered within scope Website foundation set up within the allocated time-frame. The website undergoes continuous improvement and development. Usually the English version is first to receive any changes, and then the partner's contribution follows. All partners have contributed to the content, review and improvement of the website. During the coming months, the website will undergo another development phase, which includes an evaluation from all partners. Good quality product delivered by Partner 6. Minimal changes required to the draft version.	None
QM_IA30	8.3	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	Delivered on time Relevant partners contributed Meets work package objectives Delivered within scope All partners have contributed to the content of the newsletters. During the	None

		disseminated in electronic format via e-mails, according formulated e-mailing lists and to the stakeholders' networks of the project partners. Website subscribers will be informed via RSS feeds. 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. Number of Newsletters : 7	coming months, the website will undergo another development phase, which includes an evaluation from all partners. An extra newsletter will be developed and distributed after the final version of the National Occupational Standards have been decided and the internal evaluation of the qualification content has been completed. Good quality newsletters delivered by Partner 1, containing relevant content, appropriate to all partner countries. In some cases the partners found the content of the newsletters to be a bit lengthy. For these newsletters, a summary version will be produced for translation by partner countries.	
QM_IA31	8.4	Each one of the partners P1, P2, P3, P4, P5, P6, P7, P8, P9, P11, P12 and P13 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 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.	IN PROGRESS	IN PROGRESS
QM_IA32	8.5	Three 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 midway through the project, highlighting achievements and the next steps and the final leaflet 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.	IN PROGRESS	IN PROGRESS

		The initial version of the leaflets will be English. Translations in Greek, German, Italian, Catalan, Polish, Slovenian, Macedonian and Albanian are foreseen. Total number of leaflets: 4000		
QM_IA33	8.6	The core project deliverables that will be 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 Scotland. The electronic version of the brochure will be available on the website. Total number of Brochures : 800	NOT STARTED	NOT STARTED
QM_IA34	8.7	Press releases will be published in national press before the realisation of a dissemination event, i.e. the informative workshops and the final conference. Total number of press releases: 18 At least one technical article 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	IN PROGRESS	IN PROGRESS
QM_IA35	8.8	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.	IN PROGRESS	IN PROGRESS

		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.		

7.2. Relative documentation audited

- Dissemination and Exploitation Handbook
- Project's Newsletters
- Informative Leaflets
- Articles and Press releases

7.3. Records' keeping

All partners will submit records of dissemination activities to the work package leader who will then submit them to P1. P1 will also keep records of all outputs from work package 8.

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Annex I: EU-HCWM Quality Monitoring Table

Deliverable	Deliverable Description	Work Package Leader	Completed (Y/N)	Quality Assured (Y/N)	Partner Responsible for QA	Internal Audit Reference Number
1.1	Project governance structure with key personnel	*P1*	Y	Y	P1	QM_IA01
1.2	Project Work Plan		Y	Y	P1	QM_IA02
1.3	Interim Report		Y	Y	P1	QM_IA03
1.4	Final Report		Y	Y	P1	QM_IA04
1.5	Kick-Off Meeting		Y	Y	P1	QM_IA05
1.6	Second Coordination Meeting		Y	Y	P1	QM_IA06
1.7	Third Coordination Meeting		Y	Y	P1	QM_IA07
1.8	Fourth Coordination Meeting		n/a	n/a	P1	QM_IA08
1.9	Fifth Coordination Meeting		n/a	n/a	P1	QM_IA09
1.10	Sixth Coordination Meeting		n/a	n/a	P1	QM_IA10
1.11	Final Coordination Meeting		n/a	n/a	P1	QM_IA11
2.1	Quality Handbook	*P1*	Y	Y	P1	QM_IA12
2.2	Interim Quality Report		n/a	n/a	P1	QM_IA13
2.3	Final Quality Report		n/a	n/a	P1	QM_IA14
2.4	Project's Monitoring and Evaluation System		Y	Y	P1	QM_IA15
3.1	Development of Assessment Package	*P4*	Y	Y	P1	QM_IA16
3.2	Analysis results for the Key Healthcare Facilities in each Country, derived from the Developed Assessment Package		Y	Y	P1	QM_IA17
3.3	Assessment and national reports on the existing training provisions of professionals in the Healthcare Waste Management industry		Y	Y	P1	QM_IA18
3.4	Communication and Knowledge Exchange Tool		Y	Y	P1	QM_IA19
3.5	EU-HCWM Network		Y	Y	P1	QM_IA20
4.1	Comparison report of the identified national qualifications and VET	*P1*	Y	Y	P1	QM_IA21
4.2	Draft National Occupational Standard for a Healthcare Waste Manger		IN PROGRESS	IN PROGRESS	P1	QM_IA22
5.1	Training Package	*P5*	n/a	n/a	P1	QM_IA23
6.1	Report based on the outcomes of internal evaluation	*P3*	Y	Y	P1	QM_IA24
6.2	Reports on the outcomes of external evaluation		n/a	n/a	P1	QM_IA25
6.3	Revised Competence Frame and Proposals for the EU-HCWM training course curriculum		IN PROGRESS	IN PROGRESS	P1	QM_IA26
7.1	E-Learning Platform in Line With the NOS	*P1*	n/a	n/a	P1	QM_IA27
8.1	Dissemination and Exploitation Handbook	*P6*	Y	Y	P1	QM_IA28
8.2	Project Web-site		Y	Y	P1	QM_IA29

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8.3	Project's Newsletters		IN PROGRESS	IN PROGRESS	P1	QM_IA30
8.4	Informative Workshops		IN PROGRESS	IN PROGRESS	ALL	QM_IA31
8.5	Informative Leaflets		IN PROGRESS	IN PROGRESS	P1	QM_IA32
8.6	Brochure		n/a	n/a	P1	QM_IA33
8.7	Articles and Press releases		IN PROGRESS	IN PROGRESS	P1	QM_IA34
8.8	Participation to Events and Conferences		IN PROGRESS	IN PROGRESS	P1	QM_IA35
9.1	Exploitation Plan Handbook	*P1*	n/a	n/a	P1	QM_IA36
10.1	Development of Implementation Plan	*P11*	n/a	n/a	P1	QM_IA37
10.2	Development of EU-HCWM Network		n/a	n/a	P1	QM_IA38
10.3	Final Conference		n/a	n/a	P1	QM_IA39

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Annex II: EU-HCWM Internal Quality Audit Template

INTERNAL QUALITY ASSURANCE AUDIT				
NAME OF AUDITOR			**DATE**	
SCOPE OF AUDIT	Reference Number			
	Work package number & Title			
	Deliverable Number			
	Description			
	Auditees			
AUDIT	**KPI**	**EVALUATION**	**COMMENTS**	
FOLLOW UP ACTIONS	**NON-CONFORMITY**	**CORRECTIVE ACTION**		

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Annex III: EU-HCWM Internal Quality Audit Procedure

Internal Quality Audit Procedure

Aim

Aim of this procedure is to define the methodology that will be implemented during the internal quality audits of the EU-HCWM project. During the internal audits, potential time schedule deviations and non-conformities from specified project deliverables and outputs will be identified and on-time preventive and or corrective actions will be proposed and implemented.

This procedure will be implemented for all EU-HCWM work packages and the actions included within them.

Involved Partners and Responsibilities

P1 will appoint the EU-HCWM Quality Manager and all Work package leaders will appoint one member of their working staff as an EU-HCWM internal quality auditor.

The EU-HCWM quality manager will be responsible for:

- preparing the project's Monitoring and Evaluation System and the quality management procedures
- coordinating the internal/external Quality Management auditing, the collection and evaluation of all relative information and data regarding the project's progress from all other participating partners
- the approval and monitoring the corrective/preventive actions
- preparing the Quality Handbook and the Interim and Final Quality Management Reports

EU-HCWM Internal quality auditors will be responsible for

- participating in the internal audits of the project's work packages
- providing information and data for the evaluation of the project's quantifiable progress/ quality indicators
- implementing preventive and corrective actions for the work packages that they have been appointed work package leaders to
- contributing to the preparation of the Quality Management Handbook and Interim/ Final Reports
- providing the Quality Manager with data and local monitoring reports on progress at a local level on an ongoing basis

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Procedure Description

The Quality Manager will prepare an internal audit plan for the project duration.
The Quality Manager and internal quality auditors will conduct all internal audits based on the project's internal monitoring and evaluation system and the quality indicators (objectives, criteria) defined in project's quality handbook.
Internal audits will be conducted using the project's internal audit form.
Internal auditors, in collaboration with the quality manager, will conduct internal audits – in line with the internal audit plan - and will ask all partners to provide them with the necessary data to fill in the internal audit forms.

If any member of the EU-HCWM partners participating in any working group identifies a potential deviation and/or non-conformity to the EU-HCWM working plan and/or predefined quality indicators, they will report it immediately to the respective work package internal auditor and the internal auditor will communicate it to the quality manager to assess the potential deviation or non-conformity and propose and implement preventive and/or corrective measure.

Relative Documents

Quality Handbook
Annual Internal Audit Planning
Internal Audit Forms

Files to be kept

Quality Manager keeps all the following files:
Annual Internal Audit Planning
Filled in Internal Audit Forms