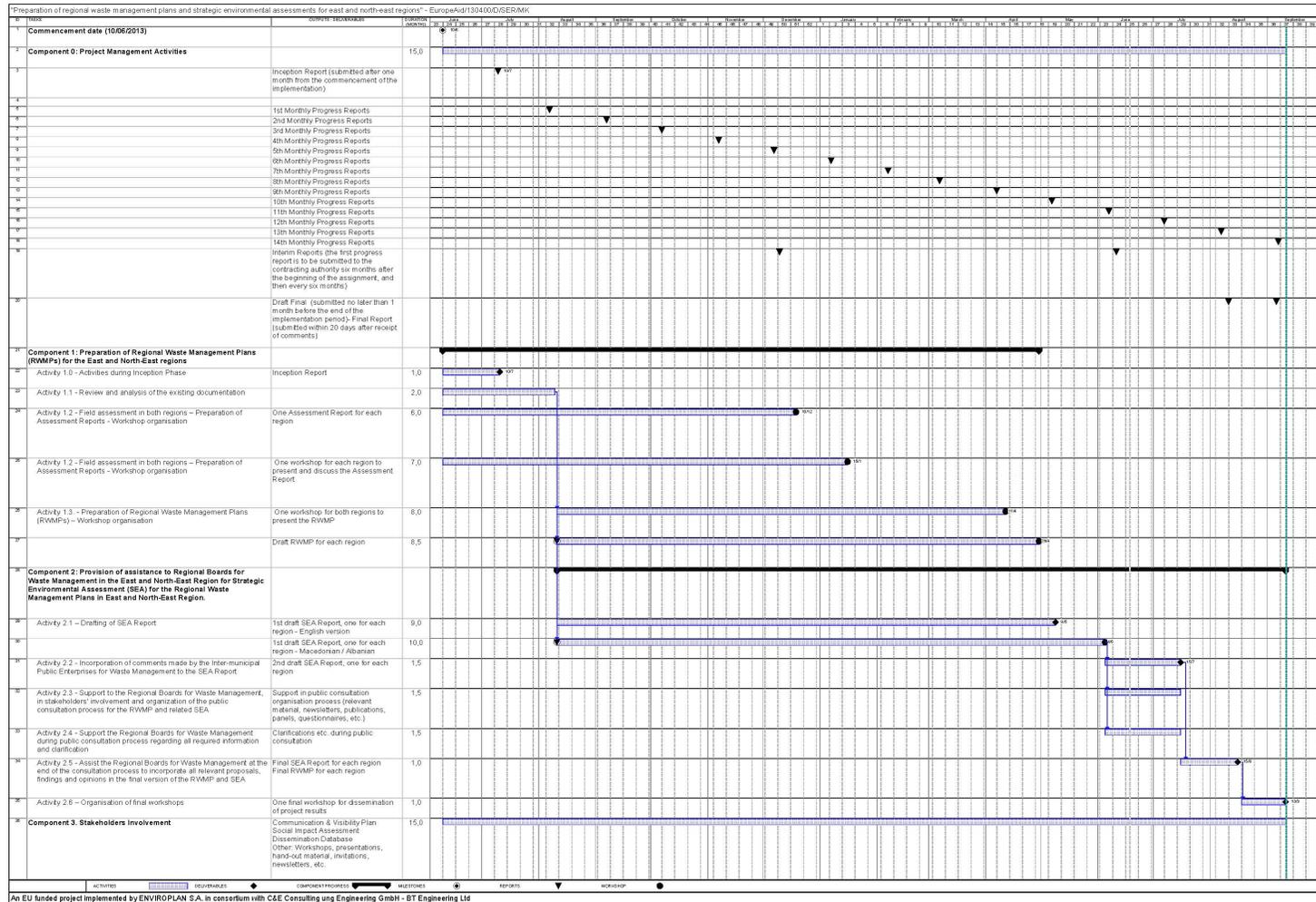




ANNEX I: PROJECT WORK PLAN - GANTT CHART





Project Work plan

Component	Input - Output - Deliverables	Key elements of action plan	Key Issues	Task Leader / Expert involved	Timing (Month)
<p style="text-align: center;">Component 0: Project Management</p>	<p>Input:</p> <ul style="list-style-type: none"> ✓ Outputs and results of all related, preceding and ongoing, projects ✓ The ToRs ✓ Mandays <p>Output - Deliverables:</p> <ul style="list-style-type: none"> ✓ Overall Work Plan ✓ Project Quality Plan ✓ Project Progress Indicators ✓ Action plans per working team ✓ Inception Report ✓ Monthly Progress Reports ✓ Interim Progress Reports ✓ Various ad-hoc Project Reports ✓ Draft Final and Final Report ✓ Audit and evaluation reports ✓ Any possible visibility event/action 	<p>The Consultant’s main objective within this Task is to establish professional project management structures and processes in order to ensure the quality and timely submission of project’s deliverables as well as to establish indicators for measuring project progress.</p> <ul style="list-style-type: none"> ▪ <u>Activity 0.1: Establishment of project office and staff recruitment</u> <ul style="list-style-type: none"> ○ Establishment of project office (<i>already completed</i>) ○ Mobilisation of the Project Team - Key Experts and recruitment of international and local non-key experts and support staff (<i>the Key Experts have been mobilised</i>) ▪ <u>Activity 0.2: Setting up of project management structures and procedures</u> <ul style="list-style-type: none"> ○ Development of Consultant’s Quality Assurance Plan, Risk Management and conflict resolution procedures (<i>already completed</i>) ○ Set-up Backstopping and invoicing procedures (<i>already completed</i>) ▪ <u>Activity 0.3: Management and allocation of project resources (for all Tasks)</u> <ul style="list-style-type: none"> ○ Allocation of project resources and setting up of working teams in order to carry out the Task s ○ Development of action plans and time plans per working team ○ Constant monitoring of all activities performed by the working teams ▪ <u>Activity 0.4: Maintain good working relations with project counterparts</u> <ul style="list-style-type: none"> ○ Support during project meetings ○ Liaise with the Contracting Authority on all contractual matters ○ Establish ad hoc liaison with relevant projects ▪ <u>Activity 0.5: Report on project progress and financial issues</u> <ul style="list-style-type: none"> ○ Development and Implementation of a set of Indicators to monitor project progress ○ Preparation of Inception report, monthly and interim progress reports ○ Compilation of Draft Final and Final Report ▪ <u>Activity 0.6: Awareness and project visibility</u> 	<p>Our Strategy for this Activity is to:</p> <ul style="list-style-type: none"> – Establish high professional standards for project execution: Ensure that the Project Team establishes and maintains the highest standards of project management and implementation. – Produce state-of-the-art project deliverables: Install and apply project co-ordination and consultation procedures, in order to ensure the timely production of high-quality deliverables. – Introduce project planning and control mechanisms: Define indicators for monitoring and independently assessing the project’s progress. – Create a safe project environment: Develop appropriate quality and risk management mechanisms. – Maximize project output for Beneficiary. <p>By preparing the project documents, particular attention will be given to ensuring the sustainability of project results.</p>	<p style="text-align: center;"><u>Task Leader:</u></p> <p>KE-1: Team Leader</p>	<p style="text-align: center;">The entire project duration</p>



Component	Input - Output - Deliverables	Key elements of action plan	Key Issues	Task Leader / Expert involved	Timing (Month)
		<ul style="list-style-type: none"> ○ Prepare and deliver awareness activities and material ○ Ensure observance of EC Visibility Guidelines 			
<p>Component 1 – Preparation of Regional Waste Management Plans (RWMPs) for the East and North-East regions</p>	<p>Input: Output and results of all related, preceding and ongoing, projects Relevant legislation The ToR Mandays</p> <p>Outputs - Deliverables: One workshop for each region at the beginning of the project Inception Report Website: www.rwmp-mk.com One Assessment Report for each region One workshop for each region to present and discuss the Assessment Report Draft RWMP for each region (Final RWMP for each region after the end of public consultation process during Component 2) Workshops to present the RWMP Minutes of workshops, presentations, hand-out material, invitations, newsletters, etc.</p>	<p><u>Activity 1.0 – Inception phase</u> <u>Activity 1.1 - Review and analysis of the existing documentation</u> <u>Activity 1.2 - Field assessment in both regions – Preparation of Assessment Reports -Workshop organisation</u> <u>Activity 1.3 - Preparation of Regional Waste Management Plans (RWMPs) – Workshop organisation</u></p>	<p>This project is very important as it is the first one of its kind taking place in the country and its results will affect the development of similar waste management projects in the whole country.</p> <p>The objective of Activities 1.1 – 1.2 is multiple and is considered to be a very important one, as it comprises of preparative actions. It will serve as the basis for the next tasks.</p> <p>An important work that affects all ISWM stages is the reliable quality and quantity evaluation assessment of produced solid waste. The importance of a reliable quality and quantity evaluation assessment constitutes the foundations of an effective RWMP plan as its proposals are directly affected by solid waste quality and quantity evaluation study.</p> <p>During Activity 1.2., the following tasks have been performed inter-alia: A. Development of suitable questionnaire (<i>already completed</i>); B. Inventory of existing dumpsites – Risk Assessment – Prioritization – Preparation of Program for remediation; C. Qualitative and quantitative analysis of solid waste.</p> <p>Because of the successful elaboration of similar studies in the past, the proposed personnel possess valuable experience upon Solid Waste – SW quality and quantity evaluation studies and programs, an important factor that ensured the quality of study results.</p>	<p>KE1: Team Leader – SWM Expert KE2: Environmental Assessment Expert KE3: Economic Expert</p> <p>Pool of Non-Key Experts</p>	<p>Months 1-9 (1-13 including public consultation period and preparation of final RWMPs)</p>



Component	Input - Output - Deliverables	Key elements of action plan	Key Issues	Task Leader / Expert involved	Timing (Month)
2. Provision of assistance to Inter-Municipal Boards for Waste Management in the East and North-East Region for Strategic Environmental Assessment (SEA) for the Regional Waste Management Plans in East and North-East Region	<p>Input: Assessment Reports Draft RWMPs The ToR Mandays</p> <p>Output - Deliverables: Draft and final SEA Report for each region Final RWMP for each region Support in public consultation organisation process (relevant material, newsletters, publications, panels, questionnaires, etc.) Clarifications etc. during public consultation One final workshop for dissemination of project results Minutes of workshops, presentations, hand-out material, invitations, newsletters, etc.</p>	<p><u>Activity 2.1 – Drafting of SEA Report</u> <u>Activity 2.2 - Incorporation of comments made by the Inter Municipal Boards for Waste Management to the SEA Report</u> <u>Activity 2.3 - Support to the Inter Municipal Boards for Waste Management, in stakeholders' involvement and organization of the public consultation process for the RWMP and related SEA</u> <u>Activity 2.4 - Support the Inter Municipal Boards for Waste Management during public consultation process regarding all required information and clarification</u> <u>Activity 2.5 - Assist the Inter Municipal Boards for Waste Management at the end of the consultation process to incorporate all relevant proposals, findings and opinions in the final version of the RWMP and SEA</u></p> <p>On the base of day by day/daily base/ work training with the relevant employees from the Inter-Municipal Boards for Waste Management in two regions, the consultants introduced the SEA procedure and made the employees responsible and able to undertake SEA procedures in the future by their own force.</p> <p>The technical assistance followed the National regulatory frame, Guides and publications developed in the course of a co-operation project on Strategic Environmental assessment between the Macedonian Ministry of Environment and Physical Planning and the Netherland commission for Environment assessment, funded by the Dutch Ministry for infrastructure and Environment; SEA Directive; ODPM publication “A practical guide to the SEA Directive” - September 2005 and relevant good practices from the European countries.</p>	<p>The Strategic Environmental Report for each region was available for consultation at the same time as the draft RWMP for each region. Having in mind that the SEA is a critical part of the waste management planning we started this activity as early as possible and in parallel with the development of the plans. This allowed the plans to be adapted as early as possible to the SEA findings.</p> <p>The objectives of our methodology for this activity are 3-fold: 1. to comply with the procedural requirements of the Directive as set out in Articles 2–12; 2. to provide the information required by Annex I of the Directive; and 3. to fulfil the overall purpose of the Directive by also incorporating good practice in SEA in the methodology.</p> <p>For public consultation and participation to be effective at this stage it is important that:</p> <ul style="list-style-type: none"> • the SEA Report is made available for review sufficiently early; • the public is notified as to how it should obtain a copy, or view a copy, of the SEA Report and the draft RWMP. We will assist the MoEPP to publish the necessary info on its web-site and we will also inform the active NGOs and other stakeholders about the imminent publication; • the public has an appropriate time to review the SEA Report; • comments from the public are encouraged; • comments received are recorded; and • comments received are properly taken into consideration. 	<p>KE1: Team Leader – SWM Expert KE2: Environmental Assessment Expert KE3: Economic Expert</p> <p>Pool of Non-Key Experts</p>	<p style="text-align: center;">3-15</p>
3. Stakeholders involvement	<p>Input: Output of previous projects The ToR</p>	<p>✓ We are aware that during the previous related project “STRENGTHENING THE CENTRAL AND LOCAL LEVEL ADMINISTRATIVE CAPACITIES FOR IMPLEMENTATION AND</p>	<p>✓ Based on our previous experience in waste management projects we consider that the proper Stakeholders involvement is a key for</p>	<p>KE1: Team Leader – SWM Expert</p>	<p>The entire project duration</p>



Component	Input - Output - Deliverables	Key elements of action plan	Key Issues	Task Leader / Expert involved	Timing (Month)
	Mandays Output - Deliverables: Communication and Visibility Plan Social Impact Assessment Workshops, Public Consultation Dissemination Database Presentations, hand-out material, invitations, newsletters, etc.	ENFORCEMENT OF WASTE MANAGEMENT LEGISLATION”, a Stakeholders involvement guide was developed and approved. We based our work on this guide, but we also pinpoint our work on additional elements related to more specific aspects of the project related to regional waste management and strategic environmental assessment (SEA).	the success of the projects. Thus, although not specifically required in the ToRs, we are implementing this specific horizontal component related to this aspect of utmost importance, during the entire project duration. ✓ The right use of adequate social research techniques in considering social, demographic, communicational and cultural issues that exists within the boundaries of these two regions will lead toward creation of fertile social environment for project’s acceptance. Direct communication with local residents as well as available statistical data can help to construct the real, not the desired, image of the social relations and social environment. Good identification of actual social relations and environment will lead toward right activities that can enable success of this project.	NKE8 – Junior Social /PR Expert	