TECH⁴ BIOWASTE

Governance Structure, Communication Flow and Methods

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D6.1

Work package number

WP6

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Type

■ **R** Document report

☐ **DEM** Demonstrator, pilot, prototype

☐ **DEC** Websites, patent fillings, videos, etc.

☐ **Other**

Dissemination Level

■ **PU** Public

☐ **CO** Confidential, only for members of the consortium (including the Commission Services)

BBI JU

Bio·based Industries Consortium

Horizon 2020 European Union Funding for Research & Innovation

Lead beneficiary

BTG Biomass Technology Group BV (John Vos)

Contributing beneficiaries

Names of organisations (corresponding authors)

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List of abbreviations

Abbreviation	Description
AB	Advisory Board
ABM	Advisory Board Member
BBEPP	Bio Base Europe Pilot Plant VZW
BBI JU	Bio-based Industries Joint Undertaking
BIC	Bio-based Industries Consortium
BTG	BTG Biomass Technology Group BV
CA	Consortium Agreement
CDM	Communication and Dissemination Manager
EC	European Commission
EM	Exploitation Manager
GA	Grant Agreement
NDA	Non-disclosure Agreement
NOVA	nova-Institut für politische und ökologische Innovation GmbH
PO	Project Officer
PC	Project Coordinator
PCC	Project Coordinating Committee
RC	Renewable Carbon
RCC	Renewable Carbon Community
SH	Stakeholder
SME	Small and Medium-sized Enterprise

TL	Task Leader
TP	Testing Panel
WP	Work Package
WPL	Work Package Leader

Publishable executive summary

This document is the Tech4Biowaste project Governance structure, communication flow and methods report. It describes the governance structure, the communication management and the online tools and methods adopted by the Tech4Biowaste project, with the main objective of ensuring timely project execution and quality project outputs.

1 Introduction

1.1 Objective of Tech4Biowaste

The main objective of the Tech4Biowaste project is to provide the bio-based industry a complete overview of existing and emerging technologies (Technology Readiness Level 4 and higher) for bio-waste utilisation and valorisation. The database will contain up-to-date information and will be user-friendly, well-maintained and accessible to everybody.

In order to catalyse significant database usage and future growth, it directly builds on the BBEPP-led Pilots4U network and links with the NOVA-led (parallel-developed) Renewable Carbon platform.

- The Horizon2020 project Pilots4U (www.biopilots4u.eu), that was led by project partner BBEPP, set up a very visible, easily accessible network of open access pilot and multipurpose demo-infrastructures for the European bio-economy. The Pilots4U network maintains the Pilots4U database, a free online database listing European pilot-, demonstration- , and tolling-equipment for various bio-economy processes. These open access infrastructures allow industry scaling-up bio-economy innovations, bringing them from the laboratory into industrial practice.

- The Renewable Carbon (RC) community (https://renewable-carbon-initiative.com), led by project partner NOVA, will be a networking community of all stakeholders interested in using alternative carbon sources for the production of chemicals, materials and fuels for the substitution of fossil resources to reduce greenhouse gas emissions. NOVA is building the RC platform in parallel with the Tech4Biowaste platform. The RC platform will be instrumental in securing long-term sustainability of the Tech4Biowaste technology database and will be an instrument to cross-finance the database as a key element of knowledge transfer within the RC platform.

1.2 Objective of Work Package 6

The aim of Tech4Biowaste WP6 "Project management" is to ensure a sound coordination and management of the project covering technical, administrative, ethical and financial issues. The specific aims are:

- To coordinate the Tech4Biowaste project providing the partners with the needed organisation, supervision and leadership level to deliver high-quality results within the given time frame and budget.

- To manage and monitor the project progress in order to meet time and resource constraints and communicate fluidly with the consortium and the BB JU / EC Officers assigned.

- To understand the overall project risks and to determine the mitigation and contingency plans for the development and deployment of Tech4Biowaste activities both during the project execution and after, including the ownership for the different risks.

- To develop and update the data management plan to ensure that information is shared appropriately and according to ethical practices.

1.3   Scope of Task 6.1

The objective of task 6.1 "Strategic decision making and overseeing the project; Communication flow and methods" it to efficiently establish the consortium structure and verify in a timely approach the coherence and the quality of the programme outputs, as well as their compliance with the work plan. The tasks involves: i) defining and setting the necessary project control structure, ii) establishing the main elements of the governance structure; iii) establishing the communication flow and methods; iv) organising consortium meetings. Results will be documented in deliverable D6.1.

1.4   Introduction to deliverable 6.1

The current deliverable 6.1 illustrates the Tech4Biowaste project's governance structure, communication flow, and methods. Adherence to the procedures described in this document is important for well-coordinated and appropriate project execution. The project governance structure is the Tech4Biowaste project's management framework. Without clear governance structure and responsibilities, quality project execution is at risk. A clear governance structure benefits the project in terms of assessing accountability, outlines the roles, responsibility and relationships between partners, provides the means for prompt issue management and resolution, and is the foundation for proper and transparent information exchange. The governance structure needs to be in place and managed throughout the project life cycle.

The governance structure is described in chapter 2. Communication management is outlined in chapter 3. Online tools and methods for executing successful project communication are covered in chapter 4.

For reference purposes, the annex of this report includes three tables, covering (1) the project months: calendar months conversion, (2) the Tech4Biowaste list of deliverables and (3) the Tech4Biowaste list of milestones.

All elements described in this report for successful project execution have been discussed and agreed upon with the project partners in meetings during April–May 2021 according to the Grant Agreement (GA) and Consortium Agreement (CA).

External Dissemination and Communication activities (D&C) will be described in more detail in an additional document, named Dissemination and Communication Plan (deliverable 5.1), which is due in M3 (June 2021).

2 Governance structure

Establishing the governance structure of Tech4Biowaste is important for the successful implementation of the project and for the quality of project results. The project will be implemented by three well-reputed SMEs, i.e. (1) B.T.G. Biomass Technology Group BV (BTG), (2) Bio Base Europe Pilot Plant VZW (BBEPP), and (3) nova Institut für politische und ökologische Innovation GmbH (NOVA). The SMEs are highly experienced in EU research projects, supporting market uptake in the bioeconomy, technology description and analysis, development of databases and other online tools, etc. Their complementary knowledge and expertise on technologies and processes to valorise biomass enables them to work together in parallel on time-intensive project tasks. Their respective expertise allows them to efficiently implement specific tasks.

The partners within the consortium have different roles as WP leaders (WPLs), Task leaders (TLs), project partners, and different managerial positions (i.e. Communication and Dissemination Manager - CDM and Exploitation Manager - EM). Furthermore, the project has two external advisory bodies: the Advisory Board (AB) and the Testing Panel (TP).

Considering the small size of the project consortium, no separate steering committee and technical committee are distinguished. Instead, the Project Coordinating Committee (PCC), consisting of the WP leaders, is responsible for both, supervising the implementation of the project and coordinating the activities between different work packages (WPs).

The governance structure includes the following entities:

- PCC - Project Coordinating Committee

- PC - Project Coordinator

- DC – Deputy Coordinator

- PM - Project Manager

- WPL - Work Package Leader

- TL – Task Leader

- CDM - Communication and Dissemination Manager

- EM - Exploitation Manager

- AB - Advisory Board

- TP - Testing Panel

 The overall governance structure is depicted in Figure 1.

The composition and roles of the above entities are discussed below. Further details on their responsibilities are provided in the (confidential) CA.
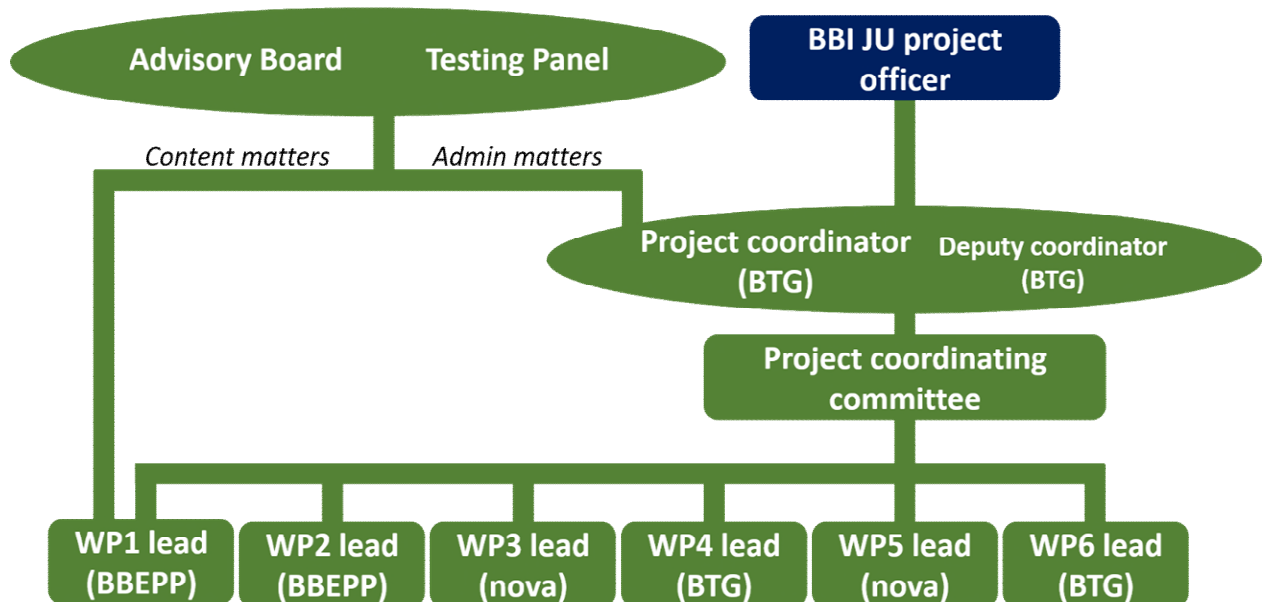
Figure 1: Overall management structure within Tech4Biowaste

2.1 Internal bodies and roles

The **Project Coordinating Committee (PCC)**, composed of the WPL, is the ultimate decision-making body of the consortium. It is responsible for supervising the implementation of the project and the coordination of activities between different work packages. The PCC will hold regular (online) meetings to assess project progress, milestone and risks. It will also discuss and decide any issues regarding shifts of budgets, tasks and responsibilities, work plan modifications and delays, and contingency plans.

The **Project Coordinator (PC)** is the intermediary between the three consortium partners (BTG, BBEPP and NOVA) and the Bio-based Industries Joint Undertaking (BBI JU) and shall perform all tasks assigned to it as described in the GA and in the CA. The PC has the overall responsibility for executing the PCC's decisions, making sure that the work and governance plans are implemented throughout the project, and managing and monitoring the effectiveness of plans. In particular, the PC shall be responsible for:

− monitoring compliance by the Parties with their obligations.

- keeping the address list of consortium members and other contact persons updated and available.

- collecting, reviewing to verify consistency and submitting reports, other deliverables (including financial statements and related certifications) and specifically requested documents to the Funding Authority.

- preparing the meetings, proposing decisions and preparing the agenda of the project meetings, chairing the meetings, preparing the minutes of the meetings and monitoring the implementation of decisions taken at meetings.

- transmitting documents and information connected with the project to any other Parties concerned

- administering the financial contribution of the Funding Authority and fulfilling the financial tasks described in the CA.

- providing, upon request, the Parties with official copies or originals of documents that are in the sole possession of the Coordinator when such copies or originals are necessary for the Parties to present claims.

The PC will furthermore support the leader of Work Package 1 (Stakeholder Engagement), who is the first contact point for the Tech4Biowaste external advisory bodies (Advisory Board and Testing Panel), in all organisational and administrative matters.

The PC will also act as a mediator to any conflicts arising within the project consortium or with third parties and work towards mitigating the risks (detailed in deliverables D6.5/D6.6). The Tech4Biowaste PC is **John Vos (BTG)**. He may assign a **Deputy Coordinator (DC),** to support the day-to-day management of the project.

The **Work Package Leaders (WPLs)**, listed in Table 1, are in charge of implementing project activities at the WP level. The WPLs are responsible for the coordination, planning, and monitoring of their WPs throughout the different tasks. They are in charge of managing the scientific and technical advancement of the WP. WPLs are responsible for leading the division of work and coordinating the activities for all partners collaborating in that WP. WPLs have also an important role to facilitate information exchange and cooperate among

each other/with different work packages. WPLs arrange WP level meetings and together with other WPLs, cross-WP meetings when needed.

The leader of WP 1 (Stakeholder Engagement) is **Stef Denayer (BBEPP)**. He will be the first contact point for the Tech4Biowaste external bodies (Advisory Board and Testing Panel), supported by the PC.

WP No.	Work Package Title	Lead beneficiary	WP Leader	Deputy
1	Stakeholder engagement	BBEPP	Stef Denayer	Tanja Meyer, Anneleen DeVriendt, Katrien Molders
2	Database preparation and Feasibility Study	BBEPP	Stef Denayer	Tanja Meyer, Anneleen DeVriendt, Katrien Molders
3	Database implementation	NOVA	Lars Krause	Achim Raschka
4	Business Plan for long-term continuity of database	BTG	John Vos	Jurjen Spekreijse
5	Dissemination, Communication and Exploitation	NOVA	Freya Sautner	Lars Krause
6	Project management	BTG	John Vos	Kaisa Vikla

Table 1: List of Tech4Biowaste Work Package leaders and their deputies

The **Task Leader (TL)** has the formal responsibility to ensure that tasks are implemented in time; that the work is of high quality, that all relevant information is being considered and that the research, outcomes and results are properly documented and reported.

In many WPs in the Tech4Biowaste project, the TL and the WPL come from the same organisation or are even the same person.

The **Communication and Dissemination Manager (CDM)** is responsible for developing and implementing the communication and dissemination strategy and for implementing and coordinating the impact-based dissemination, communication and co-creation activities. The role of the CDM is to ensure a widespread replication of the project's outcome and to adopt the proper communication channels and formats to target different stakeholders.

The **Exploitation Manager (EM)** is responsible for developing and implementing the Innovation Management strategy and is charged to support the Tech4Biowaste database and its exploitation, also planning for the project afterlife.

For the successful exploitation of all project results, the collaboration between EM and CDM is important. Considering the small size of the consortium the two roles are allocated within the same partner organisation. It has been decided that **Freya Sautner (NOVA)** will be the CDM and that **Achim Raschka (NOVA)** will be the EM.

2.2   External advisory bodies and roles

Beyond these internal entities, the management of Tech4Biowaste includes two external advisory bodies: the Advisory Board and the Testing Panel.

The **Advisory Board (AB)** supports the assessment of the project's progress and deliverables when necessary. It will be created at the beginning of the project and will be composed of complementary expertise of highly qualified professionals that are closely linked to the Tech4Biowaste scientific, industrial and societal fields. This includes experts proposed by the consortium and by the Bio-based Industry Consortium (BIC). The appointment of Advisory Board members (ABMs) shall be approved by the PCC.

Candidates for the AB were already pre-identified at the proposal stage. In the first two months of the project, a categorisation of stakeholder groups was made (see **Error! Reference source not found.**)   and a more thorough process to identify the most suitable ABMs was implemented, with the aim to involve one or two representatives of each of ten stakeholder categories. It is anticipated that the AB will have a total membership of between 10 and 20 persons.

SH category	Stakeholder category name
1	bio-waste producer
2	bio-waste collector/processor
3	knowledge institute/university
4	technology developer
5	technology transfer organisation
6	open access scale-up facility
7	manufacturer of bio-waste derived products
8	user of bio-waste derived products
9	network organisation/industry cluster
10	public authority/government agency

Table 2: List of Tech4Biowaste stakeholder categories

This AB will have an external role, helping to steer the general direction of Tech4Biowaste and supporting the assessment of the project's progress and deliverables when necessary. They will not have a vote and their purpose is to provide advice and guidance to the project as well as check and verify the project progress and objectives where relevant.

The AB will be consulted every 3 months, for about 1.5 hours. Meetings will be held virtually using teleconferencing tools. The first AB meeting is scheduled for 17 June 2021. The draft agenda for this AB meeting covers:

- Presentation project development, plans → gather feedback, ideas

- Validation project process

- Stakeholder engagement → gather links with valuable stakeholders

- Testing panel → gather suggestions for candidates

Should the need arise, the PC will ensure that a non-disclosure agreement (NDA) is executed between all consortium partners and each AB member. Its terms shall be not less stringent than those stipulated in the CA, and it shall be concluded before any confidential information is disclosed to the ABMs.

The **Testing Panel (TP)** is a second external advisory body to the Tech4Biowaste project. The TP will be engaged to support the development of a key outcome of Tech4Biowaste i.e. the user-friendly technology database. The TP members will be consulted and actively engaged in the design stage to help guide (a) database scope, structure and content (b) database visualisation, and in the implementation stage to help (c) test and (d) refine the database. TP members will not have formal voting rights. The appointment of TP members shall be approved by the PCC.

It was foreseen to create the TP at the same time as the AB, at the start of the project. However, on 17 May 2021 it was decided to postpone the TP creation until there is (sufficient) Tech4Biowaste output available for testing. It is considered to recruit about 20 volunteers for the TP, which are expected to yield at least 10 active testers (e.g. 5 intended database users and 5 intended database contributors).

3 Communication management

One of the main objectives of successful project management in Tech4Biowaste is to ensure efficient communication within the consortium and with external stakeholders. Good communication practices are needed to reach good synergy and smooth implementation as well as high-quality project outputs.

The overall project communication is managed according to the principles depicted in Figure 2.

Inputs	Tools and techniques	Outputs
•PROJECT MANAGEMENT PLAN: resource management plan, communications management plan, stakeholder engagement plan •PROJECT DOCUMENTS: deliverables, progress updates, meeting minutes, pre-technical and financial reports, midterm report, risk assessement and management	•COMMUNICATION TOOLS AND TECHNOLOGY: email, telephone, sound-based and video-based communications, private project co-working and file-sharing space in NOVA-cloud, project intranet Microsoft Teams workspace •COMMUNICATION METHODS: verbal, non-verbal, written, listening, visual •COMMUNICATION SKILLS: competence, feedback, nonverbal, presentations •PROJECT REPORTING •TEAM SKILLS AND INDIVIDUALS: active listening, conflict management, cultural awareness, meeting mangement, networking •MEETINGS	•SUCCESSFUL PROJECT COMMUNICATIONS •PROJECT MANAGEMENT PLAN UPDATES: communication management plan, stakeholder engagement plan, resources management plan •PROJECT DOCUMENT UPDATES: workplan, project schedule, resources, risk assessment and management •PROJECT IDENTITY •WORD AND POWERPOINT TEMPLATES •PROJECT WEBSITE •DISSEMINATION MATERIAL

Figure 2: Principles behind Tech4Biowaste project communication management

3.1 Internal project communication

At the kick-off meeting, the Tech4Biowaste consortium agreed to hold biweekly online meetings at a fixed time (every second Wednesday, at 10:00 CET). The biweekly meetings serve to discuss progress in WPs and tasks, upcoming tasks, and any ongoing issues that need to be solved in a timely fashion. All project team members, and thus all PCC members

participate. Because of the small size of the consortium (3 beneficiaries) and of the full project team membership (currently some 10 members) it is not deemed necessary to organise separate meetings for the PCC to deliberate.

Formal progress meetings (either physical or online) are foreseen only in 12-month intervals at the start, halfway and at the end of the project. The first of these meeting was held (split into two parts) on 7 and 21 April 2021.

The suitability of the above arrangements will be assessed periodically and refined if deemed necessary. Extraordinary meetings (PCC or otherwise) can be convened at any time upon request of any consortium member.

The PC is responsible for organising the above meetings and for producing meeting minutes. All agendas, minutes and presentations are accessible to all project partners through the nova-cloud file sharing and collaboration platform (see Section 4.1).

3.2 Procedures concerning Deliverables and Milestones

WPLs will present their progress and planed activities at the biweekly meetings, at which also upcoming deliverables and milestones will be checked. WPLs are responsible to analyse and monitor the WP progress and promptly discuss any possible delays or deviations from the work plan in the GA with the PCC and the PC. If necessary, the PCC will come up with a proposal on necessary changes and the PC will promptly discuss the mitigation proposal with the PO to agree on further actions.

Formal responsibility of WP/task/deliverable leadership lies with a single beneficiary but in many of the Tech4Biowaste work packages, all three project partners (BTG, BBEPP, and NOVA) will be involved. Also, in many cases, the WP leader and the task leader are the same organisation. Therefore, the following arrangements for review of deliverables will be adopted.

- A deliverable will be reviewed by someone that has not substantially contributed to the deliverable itself. This can be a colleague of the same partner organisation.

- A deliverable will be reviewed by the PC.

In case the PC is the lead author the second review shall take place by another person.

Considering the small size of the consortium, and the high frequency of its meetings, it was decided in one of the first meetings not to set-up a formal list of Deliverable reviewers, but to appoint such reviewers "on the fly" about a month before deliverables are due.

To ensure that the deadlines for deliverable submission are met, whilst allowing reviewers sufficient time to carry out their work properly, the following time path will be adhered to (see Table 3):

Provide deliverable to reviewer no.1	Provide deliverable to reviewer no. 2	Provide finalised deliverable to PC for formal submission
Not later than 20 working days before submission deadline	Not later than 10 working days before submission deadline	Not later than 2 working day before the submission deadline

Table 3: Principles of Tech4Biowaste deliverable submission

After formal submission through the EU Funding & Tenders Portal, the PC informs the consortium of the submitted deliverables and provides links for the stored documents in the nova-cloud workspace.

3.3   Project communication with key external stakeholders

Important external stakeholders for the execution of the Tech4Biowaste project are:

- the Project Officer (PO) of the Biobased Industries Joint Undertaking (BBI JU)

- the external advisory bodies

- different categories of stakeholders, as shown in Table 2. This includes, but is not limited to: technology providers (the owners of the technology that want to promote and commercialise it) and technology searchers (the users in need to find, use, buy, test or compare a certain technology)

The PC regularly updates the PO on the progress of the project via exchange of e-mails and teleconferences or telephone when necessary. The PC is responsible for submitting the deliverables and marking the milestones as completed through the EU Funding & Tenders Portal.

The leader of WP 1 (Stakeholder Engagement) will be the first contact point for the Tech4Biowaste external bodies (AB and TP). The correspondence with the external advising bodies will mostly happen via e-mails, phone calls and teleconferences when necessary.

The WP1 leader will also be the main responsible for the mapping of European stakeholders that are to be engaged in project activities, for the selection and definition of appropriate mechanisms for the engagement of different categories of stakeholders (See Table 2 above), and for implementing interaction with stakeholders.

Table 4 presents a preliminary overview of various mechanisms that may be used for the engagement of stakeholders. At the time of writing (May 2021) it remains to be decided what mechanism to use when.

SH category	Approach	Type	How
1	Individual	E-mail	E-mail message
2	Group	E-mail	Mailing
3	Individual	Dialogue	Phone/Teams call
4	Individual	Interview	Phone/Teams call
5	Individual	Survey	Questionnaire
6	Group	Poll	Multiple choice questions
7	Individual	Database	Uploading activity
8	Individual	Database	Search activity
9	Group	Workshop	Meeting
10	Group	Training session	Meeting
11	Group	Exhibition	Booth
12	Group	Conference	Presentation
13	Group	Website	Internet
14	Group	Video	Internet
15	Group	Social media	Internet
16	Group	Press	Press release

Table 4: Suitable stakeholder engagement formats

Further details on stakeholder engagement activities and arrangements are presented in the WP1 description in the GA.

For the communication with stakeholders, there are several options available. The general communication channels will be used, such as email, mail and (online) meetings. To share documents and to establish an interactive online exchange with and between the different stakeholders, private groups can be established on a social network platform that NOVA is currently setting up with the help of open-source software (WordPress and the WordPress

theme "Aardvark") for the Renewable Carbon Community (RCC). In the following, it will be referred to as RCC platform. More information on this platform can be found in section 4.3.

4 Online tools and methods for project communication

4.1   nova-cloud

In the cloud of project partner NOVA a virtual workspace (nova-cloud file share and collaboration platform, see Figure 3) has been set up for the Tech4Biowaste project partners to support collaboration and communication. It is used to share project results, documents and partners knowledge as well as provide updates on ongoing work. All partners have password-protected access to the workspace.
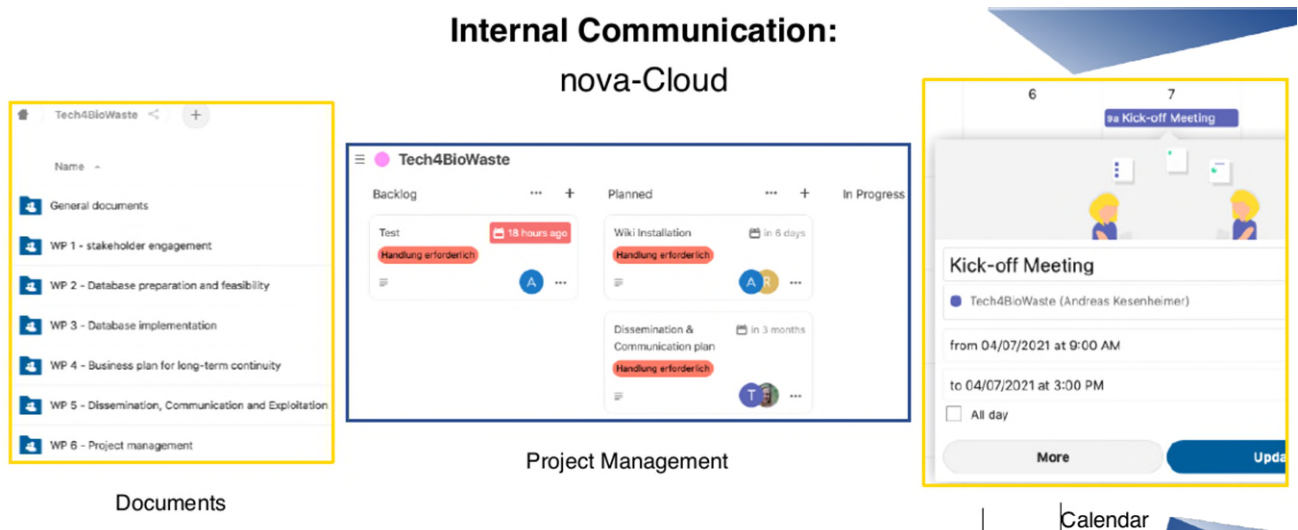

Figure 3: The nova-cloud that will be utilised as internal online platform

The virtual workspace is suited for both Apple and Windows users, which is an essential requirement. However, it does not allow documents to be worked upon online by different project partners at the exact same time. Because of the small size of the consortium (and its frequent periodic meetings), this is not considered an issue, and it will not hamper the view and commenting process.

The workspace is primarily used as a place to store data (reports, presentations, agendas and minutes of the meetings, etc.). The workspace is used to store all produced reports and also the project implementation risk register will be accessible there. Also, all project contractual documents (contracts, CA, GA, annexes) and managerial documents (templates for reporting and finances, meeting documentation, contact lists) will be stored here.

The software is suitable for internal project management/coordination and exchange of documents since it provides useful functions such as calendar, notes, polls, file uploads and more.

4.2 Technology database

The database will be set up in a Wiki system, where the open source software MediaWiki in the latest available version will be used. MediaWiki is available free of charge and open licensed. It was originally developed for the free online encyclopaedia Wikipedia and expanded for multiple other databases and information systems. It is made available by the Wikimedia Foundation primarily for the various Wikis it operates, most notably for Wikipedia.

The technology database offers basic communication features and can be used by the TP and other database using stakeholders to communicate about database content.

4.3 Renewable Carbon Community platform

As explained in Chapter 1, the Tech4Biowaste project is linked with the parallel-developed Renewable Carbon Community (RCC), led by project partner NOVA.

To share documents and to establish an interactive online exchange with and between the different stakeholders, private groups can be established on a social network platform that NOVA is currently setting up with the help of open-source software for the Renewable Carbon Community. It would be possible to create a private group exclusively for the TP and a different private group for all Tech4Biowaste stakeholders. A private group will only be accessible for invited members and will not be visible to the other members of the RCC. All members of this platform will be assigned a specific role with associated authorisations. Every member can create a profile with personal information on this platform. As a social network, it enables to communicate, comment, like, share and bookmark content and to send private and group messages, calls to action, polls, surveys and newsletters. The members themselves determine which notifications they want to receive. In the context of Tech4Biowaste it will be referred to as the RCC platform.

Annexes

2021	2022	2023
	M10 – Jan 2022	M22 – Jan 2023
	M11 – Feb 2022	M23 – Feb 2023
	M12 – March 2022	M24 – March 2023
M1 – April 2021	M13 – April 2022	
M2 – May 2021	M14 – May 2022	
M3 – June 2021	M15 – June 2022	
M4 – July 2021	M16 – July 2022	
M5 – Aug 2021	M17 – Aug 2022	
M6 – Sep 2021	M18 – Sep 2022	
M7 – Oct 2021	M19 – Oct 2022	
M8 – Nov 2021	M20 – Nov 2022	
M9 – Dec 2021	M21 – Dec 2022	

Table 5: Project months and calendar months

Del. no.	Deliverable name	WP	Leader	Type	Diss. level	Date
D1.1	List of contacts of stakeholders (initial version)	1	BBEPP	R	CO	M3
D1.2	List of contacts of stakeholders (final version)	1	BBEPP	R	CO	M22
D1.3	Stakeholder Engagement Plan (initial version)	1	BBEPP	R	PU	M3
D1.4	Stakeholder Engagement Plan (final version)	1	BBEPP	R	PU	M22
D1.5	Annual synthesis report on stakeholder engagement (initial version)	1	BBEPP	R	CO	M12
D1.6	Annual synthesis report on stakeholder engagement (final version)	1	BBEPP	R	CO	M22
D1.7	Synthesis report on interaction with external advisory bodies (initial version)	1	BBEPP	R	CO	M12
D1.8	Synthesis report on interaction with external advisory bodies (final version)	1	BBEPP	R	CO	M22
D2.1	Stakeholders' needs for technology database	2	BBEPP	R	PU	M4
D2.2	Scope and content of the technology database	2	NOVA	R	CO	M4
D2.3	Functional design for technology database	2	NOVA	R	PU	M6

D2.4	Feasibility Study proofing market interest	2	BBEPP	R	PU	M7
D3.1	Description of technical set-up and programming	3	NOVA	R	CO	M10
D3.2	Working procedures for populating the database.	3	NOVA	R	CO	M10
D3.3	Documentation on training (a) materials/formats (b) sessions	3	NOVA	R	PU	M18
D3.4	Report on the population of the database and the programming of the Decision Support Tool	3	NOVA	R	PU	M18
D3.5	Documentation on database development & implementation	3	NOVA	R	PU	M22
D4.1	Continuation Model for long-term database maintenance	4	BBEPP	R	PU	M15
D4.2	Expansion Model for future database expansion	4	NOVA	R	PU	M20
D4.3	Business Plan for long-term database sustainability	4	BTG	R	CO	M24
D5.1	Dissemination and Communication Plan (initial version)	5	NOVA	R	CO	M3
D5.2	Dissemination and Communication Plan (final version)	5	NOVA	R	CO	M20
D5.3	Final report on dissemination, communication and exploitation activities	5	NOVA	R	CO	M24
D5.4	Report on the promotional campaign	5	NOVA	R	PU	M24
D5.5	Exploitation Plan (initial version)	5	BTG	R	CO	M4
D5.6	Exploitation Plan (final version)	5	BTG	R	CO	M20
D5.7	Statement for the management of Intellectual Property	5	BTG	R	PU	M23
D6.1	Project oversight structure, communication flow and methods	6	BTG	R	PU	M2
D6.2	Annual KPI & Impact questionnaire – 1st edition	6	BTG	R	CO	M6
D6.3	Technical Review Report	6	BTG	R	CO	M12
D6.4	Annual KPI & Impact questionnaire – 2nd edition (non-public, due 30.09.2022)	6	BTG	R	CO	M18
D6.5	Risks assessment and contingency and mitigation plans (initial version)	6	BTG	R	PU	M4
D6.6	Risks assessment and contingency and mitigation plans (final version)	6	BTG	R	PU	M24
D6.7	Guidelines (protocol) to comply with ethical requirements to protect personal data	6	BTG	R	PU	M4
D6.8	Data Management Plan (initial version)	6	BTG	R	PU	M4
D6.9	Data Management Plan (final version)	6	BTG	R	PU	M24
D7.1	H - Requirement	7	BTG	R	CO	M4

Table 6: List of Tech4Biowaste deliverables

Nº	Milestone name	Related WP	Est. Date	Means of verification
MS1	Scoping and categorisation of bio-waste technologies completed	WP1	**M2**	Consortium memo
MS2	Confirmation what type of feedstock the technology database will cover	WP2	**M6**	Consortium memo
MS3	The confirmed interest of 25 candidate external contributors	WP3	**M9**	Announcement (website, social media, newsletter)
MS4	Set of technical scripts („bots") for e.g. datamining completed	WP3	**M12**	Datamining results
MS5	100 contributions from external contributors received and processed	WP3	**M16**	List of external contributions
MS6	Stakeholder validation of the database	WP3	**M18**	Database and associated documentation published online
MS7	Outline of possible business models	WP4	**M13**	Concise presentation
MS8	Project website up and running	WP5	**M3**	Appearing online
MS9	Project leaflet / brochure (1st edition) available online	WP5	**M6**	Hardcopies printed
MS10	Campaign video #1 ready	WP5	**M5**	Published online

Table 7: List of Tech4Biowaste milestones