

APPENDIX A:

List of questions used in the first day of the workshop for building the MA matrix

1. Who are the potential stakeholders of the problem case to be involved in decision-making?
2. What policy instruments or policy measures have to be considered in the case study?
3. What are the legislation documents e.g. what European Directives do you use?
4. What ISO Standards do you use? E.g. What kind of training do you organize?
5. What methods for decision-making do you use?
6. Which are the aspects you are focused mostly as following: legal, financial, social, technical, and environmental?
7. What are the most significant - effective policies in your organization? Give an example.
8. Why these specific policy measures are most effective in your case?
9. Do you measure the policy in terms of time, cost and benefits?
10. How do you implement the identified policies?
11. What are the major problems or challenges that are shown during the implementation phase (e.g. Loops and bottlenecks)?

APPENDIX B. Blank morphological matrix used in the first day of the workshop.

Parameters Values	P1	P2	P3	P4	P5
V1					
V2					
V3					
V4					
V5					
V6					
V7					

	Temperature = 40°C, Settleable	COD = 8 - 23 kg/ADt, AOX<	Temperature increase no more	DO = 5 mg/l, minimum	Separation of uncontaminated	Cooling towers	Oxygen delignification,	Extended aeration	Collecting, control, recycling	Storage lagoons	Training for safety measures	Training for general	Training for operators of the	River water (Authc	Untreated effluent quality	Treated effluent q	Groundwater (especially in the (near landfill)	Outlet of storm water lagoons
Conama 20 Requirements -																		
EU- BAT Bref (2001)																		
World Bank/IFC EHS Guidelines																		
Quality Requirements (Class II)																		
Saving of water																		
Storm water control																		
Settleable solids = 1 ml/1 L																		
COD = 8 - 23 kg/ADt, AOX< 0.25 kg/ADt																		
no more than 3°C at mixing zone																		
Maximum																		
uncontaminated and contaminated storm																		
Cooling towers delignification, ECF bleaching																		
Extended aeration recycling used clean waters																		
Storage lagoons measures in the working place (for all) environmental aspects (for workers of the effluent treatment plant																		

APPENDIX C: Cross-consistency assessment (CCA) matrix used in the second day of workshop