



Governance structure, communication flow and methods

November 2015 (M3)

D10.1: Governance structure, communication flow and methods
WP 10, T 10.1

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**FOSTERING INDUSTRIAL SYMBIOSIS FOR A SUSTAINABLE RESOURCE INTENSIVE
INDUSTRY ACROSS THE EXTENDED CONSTRUCTION VALUE CHAIN**

H2020-WASTE-2014-two-stage



This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement N° 642154.

Technical References

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¹ PU = Public

PP = Restricted to other programme participants (including the Commission Services)

RE = Restricted to a group specified by the consortium (including the Commission Services)

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

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0. Summary

The FISSAC D10.1 is produced in the context of WP10, Task 10.1 - Governance structure, communication flow and methods and quality assurance with regard to the setup of governance structure, communication flow and the method procedures to follow for the project. The objective of WP10 is to provide, on the one hand, the overall internal management of the project, and on the other hand, the administrative control of the project, ensuring the overall co-ordination, quality and progress monitoring of FISSAC towards the stated project objectives.

This document is a collection of provisions agreed and adopted by the FISSAC consortium to ensure the quality of its meetings and of its production, consisting of reports, workshops, and dissemination. The document helps ensuring the good delivery of FISSAC production to the EC, and is a facilitator for improving relationships within the project and with the EC. It constitutes a memorandum to be used internally as a reference guide by the consortium members, communicating all relevant principles of project operation to all FISSAC project members.

This document complements the FISSAC GA (Contract), its technical annex (specifically the Description of Action, DoA) and Consortium Agreement (CA) with respect to management and project organisation aspects.

This deliverable and all related documents will be available in the private area of the project website www.fissacproject.eu accessible to all project members.

This document will be maintained, and updated whenever useful, throughout the entire duration of FISSAC project by the project co-ordinator. Therefore, progress and changes in the project will be documented in a sequence of versions. Names and memberships will also be updated, whenever required.



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Abbreviations and acronyms

RTD	Research and Technology Development
WP	Work Package
GA	General Assembly
SC	Steering Committee
DMP	Data Management Plan
GAP	Gender issues Action Plan
IPR	Intellectual Property Rights
STC	Scientific and Technical Committee
DEC	Dissemination and Exploitation Committee
WPL	Work Package Leader
PC	Project Coordinator
TL	Task Leaders
EC	European Commission





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1. Project organization and management

1.1 Consortium

FISSAC Consortium is composed by 26 partners from 9 countries: 8 Member States, and Turkey. The consortium as a whole covers all the necessary roles for such an Innovation project (close to market project) with a participation of industrial partners of 61,5% which half of them are SMEs. It is a complementary combination between RTD organizations and companies in the proposed technologies, intensive industries (such as cement, non-ferrous, ferrous, glass, chemical), general contractors and engineering in the construction field, technology manufacturers and providers, industrial symbiosis and circular economy and social experts, policy makers, standardisation body, providers and costumers of Industrial Symbiosis model.

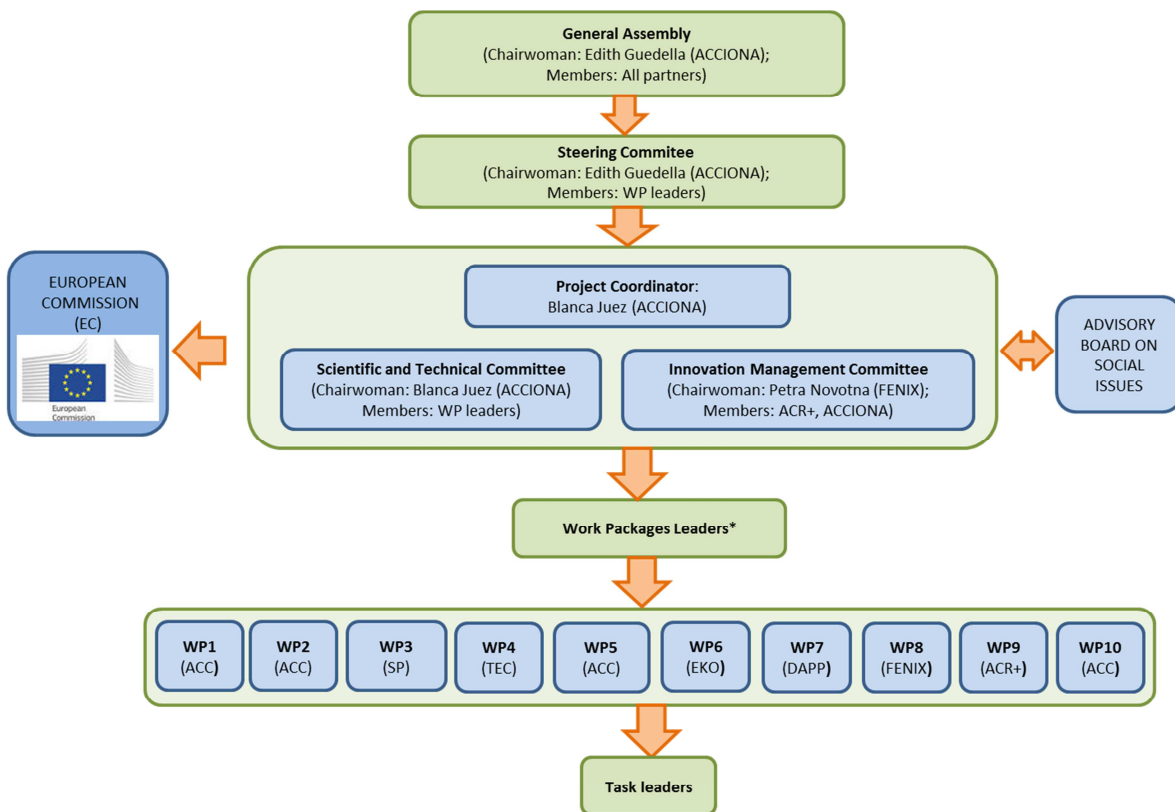
Table 1 – List of beneficiaries

Organization	Name	Country
1 ACCIONA INFRAESTRUCTURAS S.A.	ACCIONA	Spain
2 ASSOCIATION DES CITES ET DES REGIONS POUR LE RECYCLAGE ET LA GESTION DURABLE. ACR+	ACR+	Belgium
3 ASOCIACION ESPAÑOLA DE NORMALIZACION Y CERTIFICACION.	AENOR	Spain
4 AGENCIA ESTATAL CONSEJO SUPERIOR DE INVESTIGACIONES CIENTIFICAS	CSIC	Spain
5 AKG Gazbeton isletmeleri San. ve Tic. A.S.	AKG Gazbeton	Turkey
6 BEFESA SALZSCHALACKE	BEFESA	Germany
7 British Glass Manufacturers' Confederation.	BGM	UK
8 CBI Betonginstitutet AB	CBI	Sweden
9 CENTRO SVILUPPO MATERIALI SPA	CSM	Italy
10 D'APPOLONIA SPA	DAPP	Italy
11 Ekodenge Engineering and Consultancy Ltd	EKODENGE	Turkey
12 FUNDACIÓN AGUSTÍN DE BETANCOURT (FAB)	FUNAB	Spain
13 FENIX TNT SRO	FENIX	Czech Rep.
14 FERALPI SIDERURGICA S.p.A.	FERALPI	Italy
15 GEONARDO ENVIRONMENTAL TECHNOLOGIES LTD	GEONARDO	Hungary
16 GLASS TECHNOLOGY SERVICES LIMITED	GTS	UK
17 INGENIEURBÜRO TRINIUS GmbH	IBT	Germany
18 HIFAB AB	HIFAB	Sweden
19 KERABEN GRUPO SA	KERABEN	Spain
20 Openbare Afvalstoffenmaatschappij voor het Vlaams Gewest	OVAM	Belgium
21 RINA SERVICES SPA	RINA	Italy
22 SP SVERIGES TEKNISKA FORSKNINGSINSTITUT AB	SP	Sweden
23 SYMBIOSI simbiosi industrial, s.l.	SYMBIOSI	Spain
24 TURKIYE CIMENTO MUSTAHSILLERI BIRLIGI	TCMB	Turkey
25 FUNDACION TECNALIA RESEARCH & INNOVATION	TECNALIA	Spain
26 VANNPLASTIC LTD	VANNPLASTIC	UK



1.2 Organizational structure

The organizational structure of the project is created in order to address an effective project direction and management through the communication flow and methods for reporting, monitoring, management of intellectual properties, background and foreground generated among the project. Moreover, according to Project Quality Assurance Plan to be developed (see WP management), communication aspects and information generated in the project will be monitored taking also into consideration management of gender equity and risks analysis regarding financial, legal, administrative and technical co-ordination and mitigation actions aspects. And, if new risks appear along the project, new mitigation actions will be launched.



* Short name used in the graph: ACC-Acciona; SP-SP;TEC-TECNALIA; EKO-EKODENGE; DAPP-D'APPOLONIA; FENIX-FENIX; ACR+-ACR+

Figure 1 – Organizational structure of the project



1.3 General Assembly (GA)

The GA is the highest level management body of the FISSAC project, being responsible for ultimate decision making and the approval of the management structure and project direction. It will be led by ACCIONA and represented by Ms Edith Guedella (Head of Biotechnology & Environmental Area) with experience in chairing General Assembly and Steering Committees in European projects. Moreover, all partners of Project Consortium will be represented.

The GA will assume responsibility for liaison among the Parties, analysing, administrating and implementing the results and provisions according to the Consortium Agreement of the Project. Moreover, it will decide in situations such as alteration of the Consortium Agreement, exclusion of project-partners and or modification of management structure. The General Assembly will delegate most of the executive functions to the SC.

1.4 Steering Committee (SC)

The SC will be composed of all Work package leaders and will be chaired by Ms. Edith Guedella. The SC will monitor project progress, period project reviews to EC, revision of deliverables and milestones achieved ensuring their relevance. The Committee is responsible of the project supervision and activities execution. The SC will execute the GA functions and address relevant topics to be further investigated. The SC will approve:

- Quality Assurance Plan and risks and mitigation measures of identified risks.
- Project workplan, budget, S/T reports and financial reports.
- Awareness, dissemination and training plans and its deployment.
- Exploitation Plan and Outlined Business Plan(s).
- Data Management Plan (DMP).
- Gender issues Action Plan (GAP).
- Management of the knowledge and IPR protection strategy.
- Innovation management issues.
- Social engagement and acceptance activities of the project.

Finally, the SC will manage clustering and networking activities with other European related projects and construction/sustainability platforms and/or other SPIRE and or industrial symbiosis projects or initiatives related to FISSAC project objectives through: Interchange of common relevant needs of the stakeholder value chain, common dissemination and training strategies and collaborations in business models development.



1.5 Project Coordinator (PC)

The PC will be Ms. Blanca Juez (Project Manager of Biotechnology & Environmental Area of Acciona), who is an expert in waste management and its valorisation in the construction value chain such as the FISSAC project considers. Moreover, she has participated as project manager in several European and national projects in the field of sustainability and waste management in the construction sector.

The PC will be responsible for the continuous follow-up of the project and all the activities listed below. The PC is the unique contact person of the project for interfacing with the EC. She will prepare the agenda and the minutes of periodic meetings and oversee the project progress, dissemination, communication and exploitation activities as well as the management of knowledge (background and foreground) and IPRs. She will manage and approve the deliverables and milestones as well as monitor risks mitigation measures. According to the governance structure, the issues related to the technical domain and issues related to the exploitation, dissemination domain will be managed respectively through the Scientific and Technical Committee (STC) and the Dissemination and Exploitation Committee (DEC).

1.6 Scientific and Technical Committee (STC)

STC will be led by PC Ms. Blanca Juez (from ACCIONA) and WP leaders. The STC will monitor the technical progress of the project, the quality and technical contents of deliverables and the reports of the project. Moreover, it will analyse incidents on the work progress and any relevant change in the work plan considering technical risks and proposed mitigation measures identified.

1.7 Dissemination and Exploitation Committee (DEC)

DEC will be led by Ms. Petra Novotna (FENIX) as partner expert on exploitation activities in the project. Moreover, it will have close cooperation with ACR+ (leader of dissemination and communication tasks) and ACCIONA (Coordinator of the project). The DEC will monitor the Data Management Plan that will be developed and monitored in WP10 and which will enhance and ensure relevant project's information transferability and will take into account the restrictions established by the consortium agreement. In this sense, the Plan will set the basis both Exploitation Plan (WP8) and for Dissemination Plan (WP9). Moreover, WP9 will consider the Communication Plan and its deployment along the project life and beyond, including all necessary measures for promoting the project and its findings.

1.8 Work Package Leaders (WPL)

WPL will coordinate, plan, monitor and report to the PC about the individual Work package progress. WPL will review, together with PC, deliverables, milestones, risks and contingency plans related to WP. Moreover, it will coordinate Task leaders' roles, tasks and responsibilities as well as the work package budget. Every 3 months, WPL will update to PC about the status of work packages.



1.9 Task Leaders (TL)

The role and responsibility of Task Leaders is the same as the WP Leaders at Task level. They are responsible for monitoring, task progress and coordination of the activities within its respective task and reporting to the WPL.

1.10 Advisory Board on Social issues.

Social engagement and acceptance will be tackled in the project considering inputs from Advisory Board on Social issues' members. They will not be members of Consortium, but they will give advice along the whole duration of the project from a social impact point of view. Workshops will be established regularly from the beginning of the project and then every year to discuss among key industrial partners (SMEs, large industries), research organizations, associations and public authorities the social approach and engagement of FISSAC.

Members already confirmed:

Teresa Domenech is Research Associate in resource efficient policies Institute for Sustainable Resources (University College of London). PhD on industrial symbiosis and sustainable manufacturing. EU FP7 project coordinator on Policies for a Resource Efficient Economy. She has participated as a Sherpa to Prof. Paul Ekins at the European Resource Efficiency Platform (EREP), set up by EC to provide policy recommendations in resource efficiency.

Elisabeth Ekener Petersen, PhD in Planning and Decision Analysis, with a specialization in Environmental Strategic Analysis (doctoral thesis is called "Tracking down Social Impacts of Products with Social Life Cycle Assessment"). She works at the Royal Institute of Technology with Social Sustainability questions, and more specifically with Social LCA. She participated in international development of ISO 26000 Social Responsibility Guidance Standard.

Fredrik Björk, from Malmö University and Research Director at the Social Innovation Meeting Point. Swedish national forum for social innovations and social entrepreneurship. Very driven in EU context & talented researcher social issues.



2. Communication flow and meetings

In order to co-ordinate and manage most of the activities of the FISSAC project, workshops, GA, STC and SC meetings will be held at a regular time basis. The project co-ordinator will be in charge of setting up and updating a calendar of meetings and events. Further project meetings may be planned whenever urgent issues will need to be resolved. In general, the project intends to run virtual electronic meetings whenever feasible and appropriate using information and communication technologies available.

2.1. Meetings

The Project Coordinator is responsible for convening all official FISSAC meetings, and for preparing the agendas and documents for these meetings, based on member inputs. The PC is also responsible for producing and circulating the minutes of the meeting and any other important documents. Meetings for the different Committees during the project are as follows:

2.2. General Assembly meetings

The General Assembly meetings will be held every 6 months in which representative of each partner and SC should assist. The purpose of this meeting is to follow up of the project development.

2.3. Steering Committee meetings

The Steering Committee will meet at least every 6 months (additional meetings might be required) to review the results and progress of the project and to prepare the work plan for the following activities to be done.

In any case, for any decision that can affect to the partners not present in the SC, they will be first consulted and their vote in the decision will be required. The SC meetings will be chaired by the Project Coordinator (ACCIONA), together with the Scientific & Technical Committee.

2.4. Final meeting

The PC organises a Final meeting by the end of the 54th month with all partners and the European Commission's representative. The purpose of this meeting is to review the project achievement and agree on the strategy to provide continuity of the project results.



2.5. Additional meetings

Additional project meetings may be planned whenever urgent issues will need to be resolved.

Table 2 – Project meetings

Meeting	Frequency	Participants	Objective
Kick-off	2 day meeting at the beginning.	All partners & EC	Launch project administration and financial matters. Review and confirm the work plan and timing.
General Assembly (GA)	8 meetings (twice a year). Each one will be a 2 days meeting, allocating time for the GA, SC and STC meetings	All partners & EC	Follow up of the project development
Steering Committee (SC)		PC and WP leaders	Revision and discussion of the technical activities and results. Evaluation of risk assessment and establishment of contingency plans
Scientific & Technical Committee (STC)		PC, WP leaders and task leaders (if needed)	Revision and discussion of the technical activities and results. Coordination among the different WPs and Tasks
WP & Task meetings	When needed	WP/Task leader and participants	Technical aspects, procedures, technical results, etc., referring the WP/Task (virtual meetings are foreseen in this case)
Final meeting	2 day meeting at the end of the project	All partners & EC	Revision of the project achievement and last Milestone. Agreement on the strategy to provide continuity of the project results.

Additional FISSAC meetings will be arranged by the chairwoman of the corresponding Committee or Activity.

The meetings can be classified in two ways, according to the attendance mode;



- Face to face meetings → They will be organised by the partners in rotation
- Call conference meetings

Representation in meetings

Any Party which is a member of a Consortium Body (hereinafter referred to as "Member"): should be represented at any meeting of such Consortium Body; may appoint a substitute or a proxy to attend and vote at any meeting; and shall participate in a cooperative manner in the meetings.

The following subsections clarify who will make invitations, how meeting decisions are to be taken, and how meetings are to be recorded.

Year	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
2015									M1	M2	M3	M4
2016	M5	M6	M7	M8	M9	M10	M11	M12	M13	M14	M15	M16
2017	M17	M18	M19	M20	M21	M22	M23	M24	M25	M26	M27	M28
2018	M29	M30	M31	M32	M33	M34	M35	M36	M37	M38	M39	M40
2019	M41	M42	M43	M44	M45	M46	M47	M48	M49	M50	M51	M52
2020	M53	M54										

 Kick off/Final
 GA/SC/STC

Figure 2 – Calendar of official meetings

2.6. Meeting invitation

Invitations to meetings will be done by the corresponding chair: the WP leader for a WP meeting, Task Leader for a task meeting, and the PC for a GA and a SC meeting. For the workshops (than can be referred to a WP or to a Demo site) it will be the interested partner who will invite the others.

The chair will send an agenda (at least in draft status) for the meeting by e-mail at the latest ten (10) calendar days, (14) calendars days for SC (or STC), and (30) calendar days for GA prior to the date of the meeting, with potential comments from all consortium partners within 1 week. Final agenda has to be sent no later than (14) calendar days for GA and (7) calendar days for SC (or STC) and WP Meetings prior to the date of the meeting.

The host of a meeting will help to provide logistics and accommodation information to the assisting participants.

To facilitate the invitation and other organisational issues related to the work in progress, there are a number of mailing lists in which the members of each work group are included.



2.7. Meeting decisions

The consortium will promote a consensus-based decision process.

Without prejudice to decisions rules of the Consortium Agreement, meeting decisions are aimed to be adopted unanimously. Nevertheless, if voting is required, each organisation is granted one vote. For decisions to be taken in a face to face meeting, all present organisations will be given one vote.

In the technical domain, decision making is the main responsibility of STC, with inputs from the WPL. Decisions regarding a technical issue of major importance that could affect the right progress of the project will be taken among the STC and the SC. In general, all major technical issues and the related decisions will be communicated to all partners, even if the issue is not directly connected to their participation.

In the legal, ethical, administrative and financial domain, decision making is the responsibility of the AFLC with the support of the SC. Individual administrative, financial, and legal issues are primarily the responsibility of the concerned partners.

If voting is balanced, the PC (for organisational and administrative matters), and the WPL (regarding the technical work to be achieved in the corresponding WP or task within this WP) will have the casting vote.

If possible, the meeting invitation/agenda will indicate what decisions will be discussed. Non-attending parties have to identify a partner that will represent their interest during the decision process.

The PC shall collect all the queries from the GA (all consortium members). These queries will be firstly analysed by the PC and presented to the SC in order to discuss them and search for a solution before presenting it to the GA, where will be finally decided.

2.8. Meeting minutes

The following rules will apply to minutes:

- a) **Recording:** Minutes must be recorded for every project meeting. A recorder is appointed at the start of the meeting. Meeting minutes will be taken in turn in the following manner:
 - SC meeting minutes are recorded by a SC member, usually ACCIONA, who should provide a deputy for recording the minutes. In the event of impossibility, the minutes will be drawn up by any member of a partner having 2 representatives at the meeting, and if still impossible, by the PC.
 - Workshop meetings are recorded by the member organisation hosting the meeting.
- b) **Consolidation / Approval:** The draft meeting minutes must be sent to the chair of the meeting for review and consolidation with copy to the project coordinator (PC). After agreement from the chair and the PC or his deputy within seven (7) calendar days, the minutes are sent for review and comments to all meeting members by the PC (or his



deputy). Potential comments from all consortium partners are to be provided within 1 week to the PC and his deputy.

- c) **Circulation / Distribution:** The final version of the minutes will be sent to the meeting participants by the meeting organizer or PC using the appropriate mailing list with notification by e-mail to the project members.
- d) **Content:** The minutes must at least contain:
- A distribution list, at the beginning
 - The attendance list of the meeting
 - The agenda (possibly as chapter headings)
 - Decisions taken, including motivations as far as possible
 - An action list containing for each action a short description, a responsible and a time schedule (if an action was given to a person not attending the meeting, a person for contacting that person needs to be given)
 - A list of agreed upcoming events
 - If appropriate, a list of related documents (appendices)

2.9. Internal communication among project members

The long duration of the project (54 months) and the number of beneficiaries involved (26) require a valid communication protocol for safe and efficient exchange of information among the partners. Although a significant part of the project communication will consist of email exchanges, conference calls as well as face to face meetings, it has become evident from the start that a safe environment for project management and file sharing was needed.

An efficient internal communication among project partners will be fostered since the beginning of the project in order to assure the project work progress. Questions of “who do I have to inform” and “what is to be done”? should be clear for all the partners. If delays are foreseeable, they must be notified to the Task Leader or WP Leader in due time. It is also important to report about the factors that cause delays e. g. missing information from other work packages. Each FISSAC partner is responsible for checking the timetable and deadlines of the deliverables. All details e.g. work packages, tasks and milestones are listed in the Description of the Action (Annex 1).

2.10. E-mails. FISSAC Contacts list.

Electronic mail is used extensively by the partners to communicate and exchange documents with each other.

For the overall coordination of all Work Packages and Work Tasks, it is necessary to allocate each Work Package and task to a responsible person of the involved partners.

The Consortium Agreement identifies the official contact person of each partner. As a complement, and according to the information provided by project partners at the beginning of the project, a FISSAC Contacts List has been created and filled with the name and contact information of all people involved in the project development during its lifetime.



This list will be permanently updated in the private area of the project web site (www.fissacproject.eu), and accessible to all project members. Furthermore, different short mailing lists will be created for each specific working group.

In the case a partner needs to update any information about the project team (new members, deleting members), the partner's contact person will send an email to the project coordinator, indicating the required change.

In case that a new person has to be included in the project team, this email will provide his/her name, email and phone number. The list will be updated with this information and a project's web site user & password will be provided to the new project team member.

In order to facilitate the follow up of emails, the following two rules will be adopted amongst project's members:

- The email's subject will clearly identify the project, the workpackage and the topic, according to the structure "FISSAC_WPx: topic description".
- Each mail must contain one topic only. The topic must be clearly expressed in the subject field.
 - If it is not practical to separate multiple topics, then the different topics in the e-mail must be separated by clear heading
 - If the mail is long (more than can be seen on a screen) then it should start with a list of contained topics at the beginning

2.11. Teleconference platform

Whenever available (by the teleconference host), a platform offering audio conferencing as well as application, document and file sharing services will be preferably used in all the project's teleconferences.



3. Consortium agreement

A consortium agreement among the project partners based on DESCA Horizon 2020 Model CA, has been signed by the partners, before the signature of the Grant Agreement with the EC. It addresses mainly the management structure and decision making mechanisms, responsibilities and liability as well as all aspects related to intellectual property rights (background and foreground) and its protection and access rights, as well as the use (exploitation and further research) and dissemination of the knowledge. Particularly a mention to secure continuity will be done.

4. Project documents

Two kinds of publications have been established; public and internal. Each of them can be composed of several types of documents.

4.1. Internal documents

- Deliverables
- Meeting minutes
- Technical and/or periodic reports
- Other technical documents used in the day-to-day

Preliminary Templates for Deliverables, Reports and Meeting Minutes have been designed and are available for all the members of FISSAC project. In those templates,

- The font to be used, in type and size, is specified
- The Tables, images, figures and graphs format is defined, and their bottom titles also linked and indexed
- The colours to be used for tables are defined
- The FISSAC logo is included
- The page headings and bottom is defined

Final templates with the project identity and logo will be designed by the end of month 3/month 4.

4.2. External documents

The external publications include all sorts of external communication. In general, the external publications will be encouraged to promote the FISSAC project and its results. Among others, the following are publishable documents:

- Public deliverables
- Dissemination documents



- Other publishable documents

The content of this section 6.2 will be updated, described and completed in the Deliverables associated to WP 9– *Dissemination* led by ACR+.



5. Conclusions

This document has presented the governance structure, communication flows and methods of the FISSAC project aiming the internal efficiency of the consortium. To achieve these objectives, roles and management structure of the consortium, definition of meetings, communication among project's members, the production of documents, have been described to assist consortium members and harmonise the project's documentation and rules.



6. References

- GRANT AGREEMENT NUMBER — 642154 — FISSAC. Description of Action (DoA). Annex 1.
- FISSAC Consortium Agreement. Version: 30/04/2015.



7. Annex

7.1. Deliverables

Table 2 represents the list of deliverables, the lead beneficiary and its due date, in order of delivery dates.

Table 3 – List of project deliverables

Deliverable Number ¹⁴	Deliverable Title	WP number ⁹	Lead beneficiary	Type ¹⁵	Dissemination level ¹⁶	Due Date (in months) ¹⁷
D1.1	Stakeholders Network setting up	WP1	2 - ACR+	Report	Public	3
D1.2	Identification of best practices and lessons learnt in industrial symbiosis	WP1	2 - ACR+	Report	Confidential, only for members of the consortium (including the Commission Services)	6
D1.3	Inventory of raw materials, waste, and energy flows in industrial sectors (Metallurgic, ceramic, glass, chemical and natural stone) considered in a dynamic	WP1	11 - EKODENGE	Report	Confidential, only for members of the consortium (including the Commission Services)	6
D1.4	Social strategies for FISSAC. Definition of target social groups	WP1	2 - ACR+	Report	Public	6
D1.5	Assessment of BAT and emerging techniques to facilitate the collaboration across sectors	WP1	11 - EKODENGE	Report	Confidential, only for members of the consortium (including the Commission Services)	12
D1.6	Industrial Symbiosis Indicators	WP1	11 - EKODENGE	Report	Public	12
D1.7	Strategies for social engagement and acceptance	WP1	2 - ACR+	Report	Public	18
D1.8	Initial outline of FISSAC Industrial Symbiosis Model and Methodology	WP1	1 - ACCIONA	Report	Public	18



D2.1	Definition of technical requirements of secondary raw materials	WP2	1 - ACCIONA	Report	Confidential, only for members of the consortium (including the Commission Services)	6
D2.2	Characteristic of waste streams and requirements for recycling processes	WP2	25 - TECNALIA	Report	Confidential, only for members of the consortium (including the Commission Services)	12
D2.3	Closed loop recycling processes design and validation	WP2	1 - ACCIONA	Report	Confidential, only for members of the consortium (including the Commission Services)	12
D2.4	Non-technological barriers analysis and mitigation mechanisms	WP2	1 - ACCIONA	Report	Confidential, only for members of the consortium (including the Commission Services)	18
D2.5	Quality control protocol and quality assurance for secondary raw materials	WP2	1 - ACCIONA	Report	Confidential, only for members of the consortium (including the Commission Services)	24
D2.6	Report on the contribution to the Standardisation System regarding FISSAC technologies	WP2	3 - AENOR	Report	Public	24
D3.1	Life-Cycle Assessment of new processes, materials and products (Eco cement Green Concrete, ceramic tile, rubber wood plastic composite)	WP3	22 - SP SVERIGES TEKNISKA FORSKNINGSIN AB	Report	Confidential, only for members of the consortium (including the Commission Services)	18
D3.2	Life Cycle Costing of new processes, materials and products (Eco cement Green Concrete, ceramic tile, rubber wood plastic composite)	WP3	22 - SP SVERIGES TEKNISKA FORSKNINGSIN AB	Report	Confidential, only for members of the consortium (including the Commission Services)	18



D3.3	New Cement based products eco-design	WP3	17 - TRI	Report	Confidential, only for members of the consortium (including the Commission Services)	21
D3.4	New Ceramic Tiles eco-design	WP3	17 - TRI	Report	Confidential, only for members of the consortium (including the Commission Services)	21
D3.5	Innovative Rubber Wood Plastic Composites (RWPC) eco-design	WP3	17 - TRI	Report	Confidential, only for members of the consortium (including the Commission Services)	21
D3.6	Evaluation of new cement based products manufacturing	WP3	24 - TÇMB (TCMA)	Report	Confidential, only for members of the consortium (including the Commission Services)	24
D3.7	Evaluation of new Ceramic tiles manufacturing,	WP3	19 - KERABEN GRUPO SA	Report	Confidential, only for members of the consortium (including the Commission Services)	24
D3.8	Evaluation of Innovative Rubber Wood Plastic Composites (RWPC) manufacturing	WP3	26 - Vannplastic Ltd	Report	Confidential, only for members of the consortium (including the Commission Services)	24
D3.9	ETV: Specific Guideline for the application of ETV in the sector	WP3	21 - RINA SERVICES SPA	Report	Public	24
D3.10	ETV: Eligibility check performed /Quick Scans verified	WP3	21 - RINA SERVICES SPA	Report	Confidential, only for members of the consortium (including the Commission Services)	24



D3.11	ETV: Initial performance claims approved	WP3	21 - RINA SERVICES SPA	Report	Confidential, only for members of the consortium (including the Commission Services)	36
D3.12	Report on the contribution to the Standardisation System regarding FISSAC products	WP3	3 - AENOR	Report	Public	54
D3.13	ETV: Specific Verification Protocols approved for each innovative solution	WP3	21 - RINA SERVICES SPA	Report	Confidential, only for members of the consortium (including the Commission Services)	54
D4.1	Validation of new products	WP4	24 - TÇMB (TCMA)	Report	Confidential, only for members of the consortium (including the Commission Services)	39
D5.1	Project Design of the constructive application of Cement based products, innovative Ceramic tiles and Wood-plastic composites	WP5	1 - ACCIONA	Report	Confidential, only for members of the consortium (including the Commission Services)	36
D5.2	Manufacturing at Industrial Scale of Cement based products, Innovative Ceramic Tiles and Wood Plastic composites	WP5	24 - TÇMB (TCMA)	Report	Confidential, only for members of the consortium (including the Commission Services)	42
D5.3	Real Case Study demonstration CS1 to CS5	WP5	1 - ACCIONA	Demonstrator	Confidential, only for members of the consortium (including the Commission Services)	48



D5.4	Monitoring Report CS1-CS5	WP5	25 - TECNALIA	Report	Confidential, only for members of the consortium (including the Commission Services)	54
D5.5	Life Cycle Assessment of real case studies	WP5	22 - SP SVERIGES TEKNISKA FORSKNING SIN AB	Report TITUT	Confidential, only for members of the consortium (including the Commission Services)	54
D6.1	FISSAC Software Platform Requirement Analysis Report	WP6	11 - EKODENGE	Report	Confidential, only for members of the consortium (including the Commission Services)	18
D6.2	FISSAC Software Platform Design Report	WP6	11 - EKODENGE	Other	Confidential, only for members of the consortium (including the Commission Services)	24
D6.3	FISSAC Platform Prototype Version	WP6	11 - EKODENGE	Other	Confidential, only for members of the consortium (including the Commission Services)	36
D6.4	FISSAC Platform Final Version	WP6	11 - EKODENGE	Other	Public	42
D6.5	FISSAC IS Performance Evaluation Report	WP6	11 - EKODENGE	Report	Public	54
D6.6	FISSAC LCI Database	WP6	11 - EKODENGE	Report	Confidential, only for members of the consortium (including the Commission Services)	54
D6.7	Final version of FISSAC Industrial Symbiosis Methodology	WP6	1 - ACCIONA	Report	Confidential, only for members of the consortium (including the Commission Services)	54



D6.8	FISSAC model and validation	WP6	1 - ACCIONA	Report	Confidential, only for members of the consortium (including the Commission Services)	54
D7.1	First Publications regarding living lab for FISSAC model	WP7	22 - SP SVERIGES TEKNISKA FORSKNINGSIN AB	Report	Public	42
D7.2	Report on Industrial Segmentation, criteria and correlation to the FISSAC first application	WP7	10 - D'APPOLONIA SPA	Report	Public	42
D7.3	Final Publications regarding living lab for FISSAC model	WP7	22 - SP SVERIGES TEKNISKA FORSKNINGSIN AB	Report	Public	54
D7.4	A process for the transition from linear to circular business models for industrial symbiosis	WP7	22 - SP SVERIGES TEKNISKA FORSKNINGSIN AB	Report	Public	54
D7.5	Project Validation, SWOT and Concept replicability	WP7	10 - D'APPOLONIA SPA	Report	Public	54
D8.1	Data Management Plan	WP8	13 - FENIX TNT SRO	Report	Public	6
D8.2	IPR policy implementation in line with the Exploitation and Dissemination Plans	WP8	13 - FENIX TNT SRO	Report	Confidential, only for members of the consortium (including the Commission Services)	6
D8.3	First version of the Exploitation Plan	WP8	13 - FENIX TNT SRO	Report	Confidential, only for members of the consortium (including the Commission Services)	18
D8.4	Second version of the Exploitation Plan	WP8	13 - FENIX TNT SRO	Report	Confidential, only for members of the consortium (including the Commission Services)	36



D8.5	Business models definition	WP8	13 - FENIX TNT SRO	Report	Confidential, only for members of the consortium (including the Commission Services)	36
D8.6	Final IPR policy implementation	WP8	13 - FENIX TNT SRO	Report	Confidential, only for members of the consortium (including the Commission Services)	54
D8.7	Final Exploitation Plan	WP8	13 - FENIX TNT SRO	Report	Confidential, only for members of the consortium (including the Commission Services)	54
D9.1	Dissemination Plan	WP9	2 - ACR+	Report	Public	6
D9.2	Conclusions of final International Conference	WP9	2 - ACR+	Report	Public	54
D9.3	Final Dissemination Report	WP9	2 - ACR+	Report	Public	54
D10.1	Governance structure, communication flow and methods	WP10	1 - ACCIONA	Report	Public	3
D10.2	Quality Assurance Plan	WP10	1 - ACCIONA	Report	Public	3
D10.3	First version of the Data Management Plan	WP10	13 - FENIX TNT SRO	Report	Public	6
D10.4	Final Data Management Plan	WP10	13 - FENIX TNT SRO	Report	Public	54
D10.5	Report of social engagement and acceptance	WP10	2 - ACR+	Report	Public	54



7.2. List of Milestones

‘Milestones’ means control points in the project that help to chart progress. Milestones may correspond to the completion of a key deliverable, allowing the next phase of the work to begin. They may also be needed at intermediary points so that, if problems have arisen, corrective measures can be taken.

Table 4 – List of project milestones

Milestone number	Milestone title	WP number	Lead beneficiary	Due Date (in months)	Means of verification
MS1	Best practices and lessons learnt in industrial symbiosis identified and inventory of industrial flows completed	WP1	1-ACCIONA	5	Report to be included in Deliverable 1.2
MS2	Technical requirements of secondary raw materials defined	WP2	1-ACCIONA	5	Report to be included in Deliverable 2.1
MS3	Best Available Techniques evaluated and IS indicators defined.	WP1	11- EKODENGE	11	Report to be included in Deliverable 1.5
MS4	Waste characterized and requirements established. Closed loop recycling processes designed and validated.	WP2	25 - TECNALIA	11	Report to be included in Deliverables 2.2 and 2.3
MS5	Strategies for social engagement defined	WP1	2 - ACR+	17	Report to be included in Deliverable 1.8
MS6	Non-technological barriers analyzed and mitigation mechanisms-	WP2	1-ACCIONA	17	Report to be included in Deliverable 2.4
MS7	LCA and LCC assessment of new processes, materials and products finished.	WP3	22 - SP SVERIGES TEKNISKA FORSKNINGSI AB	17	Report to be included in Deliverables 3.1 and 3.2



MS8	FISSAC Software Platform requirements defined	WP6	11 - EKODENGE	17	Report to be included in Deliverable 6.I
MS9	Quality assurance for secondary raw materials developed and contribution to standardization defined	WP2	3 - AENOR	23	Report to be included in Deliverables 2.5 and 2.6
MS10	New products' formulations evaluated. ETV eligibility check performed	WP3	21 - RINA SERVICES SPA	23	ETV check performed
MS11	FISSAC software prototype developed	WP6	11- EKODENGE	23	Software prototype finished and tested
MS12	ETV: Initial performance claims approved	WP3	21 - RINA SERVICES SPA	35	Approved claims for the ETV
MS13	Project designs of the constructive applications of the new products completed	WP4	25 - TECNALIA	36	Project design finished and report to be included in Deliverable 4.I
MS14	First scheme for valorization of eco-innovative products finished	WP4	1 - ACCIONA	36	Report with the valorization process scheme for the new eco-innovative products
MS15	Recycling processes and eco-innovative products at pre-industrial scale demonstrated	WP4	25 - TECNALIA	38	Report and products produced
MS16	Manufacturing processes of the new products at industrial scale demonstrated	WP5	1- ACCIONA	41	Site visits with the case studies finished
MS17	FISSAC Software Platform final version completed	WP6	11 - EKODENGE	41	Software Platform tested and validated



MS18	Living labs first publications completed	WP7	22 - SP SVERIGES TEKNISKA FORSKNINGSI AB	41	Report to be included in Deliverable 7.1
MS19	Demonstration of real case studies finished	WP5	1- ACCIONA	47	On site visit in the demo sites
MS20	Results of monitoring constructive solutions and LCA of real case studies finished	WP5	22 - SP SVERIGES TEKNISKA FORSKNINGSI AB	53	Report to be included in Deliverables 5.4 and 5.5
MS21	Performance evaluation of the demo and real scale tests using the platform. LCI database finished. Final version of FISSAC IS methodology established and FISSAC model and validation finished.	WP6	11 - EKODENGE	53	Executive summary report to be included in Deliverable 6.8
MS22	TIS analysis finished and analysed. Project validation, SWOT and concept replicability finished and analysed.	WP7	10 - D'APPOLONIA SPA	53	Executive summary report to be included in Deliverable 7.5
MS23	Final Exploitation Plan finished	WP8	13 - FENIX TNT SRO	53	Executive summary report to be included in Deliverable 8.7

