



SYMSITES

ECOSITES implementation for industrial-urban symbiosis through social and technological solutions

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Abstract

This document provides a Project Quality Control Plan (PQCP) for the SYMSITES project. The document sets out how the scientific data is generated, collected, handled, published, shared and made public -when relevant-, as well as the different data management tools used in the whole process and the different security layers of the tools looked for proper data protection and management.

List of Abbreviations and acronyms

Abbreviation	Meaning
AnMBR	Anaerobic membrane bioreactor
EC	European Commission
EU	European Union
FO	Financial Officer
GA	Grant Agreement
GHG	Greenhouse gas
HVNR	High-value new resources
IPR	Intellectual Property Rights
I-US	Industrial-Urban Symbiosis
ITRMP	IT regional management platform
LCA	Life cycle assessment
LCC	Life cost cycle
NRW	Non-recyclable wastes
PA	Project Adviser
PQCP	Project Quality Control Plan
REA	Research Executive Agency
SDSS	Social Decision Support System
WP	Work Package
WW	Wastewater



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Disclaimer

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Executive Summary

This deliverable aims to provide all necessary information related to the management of the project and the quality plan. These include the governance of the project with all related roles and responsibilities, the means, and processes to execute the day-to-day activities, the communication within the consortium as well as with external stakeholders and REA, the quality assurance plan and risk management.

About SYMSITES

SYMSITES's main objective is to implement regional industrial-urban symbiosis (I-US) in four European regions different in social, economic, and environmental aspects, from the north Denmark, through the mid Austria to the south Spain and Greece. The four EcoSites will use the same technologies for wastewater and waste treatment and energy production and cycling, enabling a clean comparison of the EcoSite impacts.

The four EcoSites will generate virtuous circles of energy, treated waste and wastewater streams between urban and industrial entities. The enabling technologies to be developed for waste and wastewater (WW) co-treatment, are: a newly developed IT Regional Management platform (ITRMP) including novel IIoTs and a Social Decision Support System (SDSS) to manage efficiently the I-US; an anaerobic membrane bioreactor (AnMBR) with advanced membrane coupled with a tertiary treatment, to be installed at the four EcoSites for a clean comparison of all impacts not directly influenced by different technologies.

The aim is **A**) to achieve near-zero greenhouse gas (GHG) emissions or CO₂ negative footprint; **B**) to use bio-waste and non-recyclable wastes (NRW) to produce energy and reusable water as well as high-value new resources (HVNR), thus reducing the waste generation by ~50%; LCA and LCC studies and the quantity prevented from transportation (Ton-Kilometer units) and from landfilling (Ton/m³ units) will evaluate the costs and environmental impact.

Dedicated tools will be developed to spread the I-US concept within Europe. These include: virtual demonstration of replication potential in other regions by setting up a network amongst waste associations facilitation services for implementing symbiotic processes; actions to facilitate relations and to involve the local community actors and establishment of a social innovation non-profit spin-off involving tools and business models for streams exchange in a dynamic production.

1. Section 1. Participants details

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2. Section 2 Project Quality Assurance Plan - Summary

In order to assure high-quality project management, the following tools will be used:

1. A reporting procedure and frequency will be applied as described in Section 4
2. There will be a defined way of communication inside the consortium and between the consortium and the EC (Section 4)
3. Deliverables as mentioned in Annex I of the Contract will be delivered as per the attached format and according to the procedure described in Section 4 paragraph 4.3
4. Periodical Meetings will be established and carried out according to a defined procedure as described in Section 5.
5. The IPR, financial payments and other consortium-related issues are all covered by the Consortium Agreement signed by all partners.
6. The project defined a well-structured managing process described in Section 7.



3. Section 3. Reporting procedures and frequency

3.1 Internal reports

- All project documents will be produced in PDF format to minimize incompatibilities
- They will be in A4 format and generally use Arial Narrow English Font at 11-point size with justified lines. The use of non-alphanumeric content will be minimized to keep file sizes down.

3.2.1 Internal meeting reports

These are reports of Work Package (WP) periodic meetings. They must be prepared by the WP leader as a consolidation of the individual WP partners' reports and presentations. They must be lodged within ten days of the meeting. See Appendix-I: Internal meeting report template; Appendix-III: Internal meetings and Deliverables summary table- template.

3.2.2 Internal deliverables

Internal deliverables will indicate a required task and due date per WP. They will be decided throughout the project by the project manager and/or the WP leader in order to assure the achievement of WP tasks and Annex-I deliverables in terms of performance and timeline. Internal deliverables will be submitted to the project coordinator. See Appendix II: Internal deliverable report template; Appendix III: Internal meetings and Deliverables summary table- template

3.2.3 Conference calls

WP leader or any partner can initiate a conference call as a semi-WP meeting. The conference call will be then summarized and reported by the initiator. See Appendix-IV: conference calls report template.

3.2 Between the Consortium and the EU

The SYMSITES GA defined three periodic Reports (Technical and Financial).

Against approval of these reports by the EC Project Adviser (PA) and Financial Officer (FO) relevant payments will be released to the consortium, as per the GA definitions

3.2.1 Internal Periodic Reports

3.2.1.1 Each WP leader will be responsible for the delivery of the consolidated WP report to the coordinator and OSM before each periodic meeting (every 6 months). The reports will include all the work performed within the WP by all collaborators. The WP leader is responsible to collect all technical reports from all the collaborators and integrate them into a single report for each WP. The coordinator and OSM are responsible to collect all WP leaders' reports and integrate them into the project periodical report. The format of the report will be as per the Horizon Europe requested templates and subjects by the EC through the Project Officer.

3.2.1.3 Internal financial reports as per the delivered template will be submitted to the coordinator and OSM on M09 and M27. This will enable follow-up of expenses and pointy incorrect issues.

3.2.2 Periodic Financial reports (M18, M36, M48)

The financial reports will be filled in on SIGMA for each reporting period



3.2.3 Periodic Technical Reports

The project delivers Periodic Technical Reports which will be reviewed as per the GA-defined periods M18, M36, and M48 by the PA and/or outside reviewers nominated by the PA. This review will also be performed on the submitted to the Project Officer through SyGMA.

3.3 Deliverables

Formal deliverables are numbered as Dx.y., where x = WP number, y = deliverable number within the WP. Appendix-V is the template of the deliverable format.

WP	Deliv. No	Deliverable Name	Lead Beneficiary	Type	Diss emL level	Due Date
WP1	D1.1	Lab scale results report on the optimization of the biogas production by the AnMBR	NTUA	R	SEN	30 Nov 2023
WP1	D1.2	Development of MMV, CDs and ultrasound membrane treatment (by CDs and LigNPs) for antifouling properties. Design and lab tests report	BIU	R	SEN	30 Nov 2023
WP1	D1.3	Development of low costs char-based antibacterial/antiviral adsorption materials for tertiary treatments	GREENE	DEM	SEN	30 Nov 2023
WP2	D2.1	Streams generated by the AnMBR and AC (PHAs, Nutrients and Water)	NTUA	R	SEN	31 May 2024
WP2	D2.2	Final Report-Streams generated by the AnMBR and AC (PHAs, Nutrients and Water)	NTUA	R	SEN	28 Feb 2025
WP2	D2.3	Electrochemical and catalytic performance of medium scale PMR cells	CSIC	R	SEN	31 May 2024
WP2	D2.4	Final report Electrochemical and catalytic performance of medium scale PMR cells.	CSIC	R	SEN	28 Feb 2025
WP2	D2.5	Process for the separation and purification of valuable molecules of industrial interest from mixtures or rejection streams by pyrolysis	GREENE	R	SEN	31 May 2024
WP2	D2.6	Final report on process for the separation and purification of valuable molecules of industrial interest from mixtures or rejection streams by pyrolysis	GREENE	R	SEN	28 Feb 2025
WP3	D3.1	R&S analysis for ITRMP and IloTMT	ITG	R	PU	30 Apr 2023
WP3	D3.2	First phase development of ITRMP and IloTMT	ITG	R	PU	31 May 2024
WP3	D3.3	User manuals and demonstration video	ITG	R	PU	30 Nov 2024
WP3	D3.4	Best Practice Guidelines for Public Authorities: needs and solutions for system implementation	ITG	R	PU	31 May 2025
WP3	D3.5	Final report - Best Practice Guidelines for Public Authorities: needs and solutions for system implementation	ITG	R	PU	31 May 2026
WP4	D4.1	Final design of the Ecosite treatment	FACSA	R	PU	31 May 2023
WP4	D4.2	Demonstrators located in Spain, Austria, Denmark, Greece.	FACSA	DEM	PU	30 Nov 2023
WP4	D4.3	EcoSites operation - optimization of the treatments, biogas, water and sludge production	AITEX	R	PU	30 Nov 2025
WP4	D4.4	High Value New Resources validation	AITEX	R	PU	28 Feb 2026



WP4	D4.5	IIoT and ITRMP implementation at the EcoSites and their operation	ITG	R	PU	31 May 2025
WP4	D4.6	LCCA and LCA of the EcoSites	PRJ	R	PU	31 May 2024
WP4	D4.7	Final LCCA and LCA of the EcoSites	PRJ	R	PU	28 Feb 2026
WP4	D4.8	EcoSites comparison: -Technical, socio-economic and environmental	PRJ	R	PU	30 Nov 2025
WP4	D4.9	Showcases of the 4 EcoSites including description and videos	AITEX	R	PU	28 Feb 2026
WP5	D5.1	Spin-off establishment and its actions plan	BOFA	R	PU	31 May 2025
WP5	D5.2	A dossier with the relevant policies and standards	ICLEI	R	PU	31 May 2025
WP5	D5.3	Training material and service catalogue, webinar	ICLEI	R	PU	30 Nov 2025
WP5	D5.4	Replication Analysis Report	ICLEI	R	PU	31 May 2025
WP5	D5.5	Replication Guidance Package	ICLEI	R	PU	31 May 2026
WP5	D5.6	The 'Virtual I-US game' - trials and conclusions	ITG	R	PU	31 May 2025
WP5	D5.7	Establishment of stakeholder forums	ICLEI	R	PU	30 Nov 2022
WP5	D5.8	Report on held stakeholder forum events	ICLEI	R	PU	30 Nov 2025
WP6	D6.1	Plan for dissemination, exploitation, and communication	OSM	R	PU	31 May 2024
WP6	D6.2	Final plan for dissemination, exploitation, and communication	OSM	R	PU	31 May 2026
WP6	D6.3	5 publications in peer reviewed journals and 15 participations in relevant International and national conferences, and exhibitions	OSM	R	PU	31 May 2026
WP6	D6.4	Website and social media Facebook, Twitter and Instagram	AITEX	R	PU	30 Nov 2022
WP6	D6.5	Workshops, webinars and brochures developed for each EcoSite local authorities and conclude their reaction to the I-US concept by the Ecosite managers	AITEX	R	PU	31 May 2026
WP6	D6.6	Feedback from the partners at EcoSites through dedicated questionnaires on technological and socio-economic issues	AITEX	R	PU	Not decided
WP6	D6.7	Last Feedback from the partners at EcoSites through dedicated questionnaires on technological and socio-economic issues	AITEX	R	PU	28 Feb 2026
WP6	D6.8	Conclusions of clustering and collaboration with the ECoP CSA and other funded projects	AITEX	R	PU	31 May 2026
WP6	D6.9	Business Plans for the I-US based on the 4 EcoSites	AGRA	R	PU	31 May 2026
WP7	D7.1	Data Management Plan	AITEX	R	PU	28 Feb 2023
WP7	D7.2	Project Quality control plan	OSM	R	PU	31 May 2023



3.4 List of milestones

Mil. no.	Milestone name	Responsible	WP.	Data	Means of verification
1	Best operational parameters for the green innovative technologies	2-CSIC	1-2	M18	Lab scale tests, D1.1 - D1.3
2	Installation of the EcoSites	7-FACSA	4	M18	EcoSites operating in relevant I-U environment
3	EcoSites monitoring and validation	1-AITEX	4	M42	Testing & monitoring methods receiving and D4.4 High-Value New Resources validation as predicted in the project
4	IT Management platform (ITRMP)	4-ITG	3	M18	Platform ready to be used the R&S, D3.1
5	Social spin-off established and I-U Virtual Game developed	20-BOFA	5	M36	Spin-off established and game ready to be used as per D5.1 and D5.6
6	Business plans for the developed products	15-AGRA	6	M48	Accepted by the relevant partners, end users D6.9

4. Section 4 Meetings and meeting reports

4.1 Project Management Team and Governing Board Meetings

Description	Mo	Place	Topics	Duration (days)
Kick-off	02	AITEX Alicante, Spain	<ul style="list-style-type: none"> - Partners introduction - Project Vision and main objectives overview - General work plan - General project management and coordination - Detailed work plan for the next 6 months. (Each WP) 	2
Progress meeting + Technical Review	M08	Klink PISA Italy	<ul style="list-style-type: none"> - Last 6-month progress reports per WP - Work planned for the next 6 months by WPs - Internal WP sessions - Bottlenecks - Time table follow-up - Conclusions 	
	M13	ITG Spain- A Coruña		
	M18	TBD		
	M24			
	M30			
	M36			
M42				
Project summary and final review	M48		<ul style="list-style-type: none"> - Final activity report - Final financial report - All project reports & deliverables 	1





4.2 Meetings Agenda and Minutes

4.2.1 Agenda – Formal Meeting

OSM will circulate a draft agenda at least two weeks before the meeting by e-mail to all consortium members and the EC Project Adviser. They will have one week to add new specific subjects with the agreement of the project manager. OSM will then email the final draft agenda. Each agenda will consist of the following minimum set of items:

- Item 1 Review of outstanding Action Items from previous meetings
- Item 2 Brief status reports by Project Coordinator highlighting progress and problems
- Item 3 WP reports the activities of the last 6 months
- Item 4 WP work plan for the next 6 months
- Item 5 Round table sessions to coordinate work between WPs
- Item 6 Managerial issues including subsequent meeting dates and places

4.2.2 Minutes - Formal Meeting

OSM is responsible for the preparation of the minutes and their distribution by email within three weeks after each Meeting. Minutes will be structured as follows:

- Item 1 Date and Place
- Item 2 Participants
- Item 3 Agreed Agenda
- Item 4 Status of outstanding Action Items
- Item 5 New Action Items assigned
- Item 6 Decisions made at the Meeting
- Item 7 Other notes/comments arising
- Item 8 Future meeting plans

5. Section 5 Consortium Meetings

In order to set up the rules for the functioning of the consortium in terms of management and exploitation of results, the partners entered into a Consortium Agreement before the beginning of the project. This Consortium Agreement is written in compliance with the European Contract and deals especially with the coordination and management aspects and the exploitation and intellectual property rights.

The main parts of this agreement are related to:

1. Project coordination (transmission of the documents, Coordinator responsibilities, etc.),
2. Contractors' representation and steering committee (with emphasis on the role of local coordinators and functioning of the steering committee),
3. Responsibilities of each contractor,
4. Payment of the contribution of each contractor,
5. Ownership of IP and exploitation rights in agreement with the GA

5.1 The General Assembly

The General Assembly includes at least one representative from each consortium partner. These representatives should be able to decide on behalf of their organizations.

The General Assembly is the highest managerial body primarily responsible to carry out the strategic plans and policies as established in the project, Grant Agreement and Consortium Agreement

5.2 WPs and Ecosites leaders meetings

The WPs and Ecosites leaders meetings will be held bimonthly online.



The interactions and bottlenecks between the participants' work will be discussed, based also on the Gantt.

Minutes will be summarised as per para 3.2.1.2.

5.3 Other Consortium Managers

WP Leaders will be responsible for the technical and scientific work performed within the project, therefore they will:

WP leaders are responsible for organizing the tasks and meetings, which ought to be set up in such a way that the progress and content of work, as well as the deliverables, are optimum to fulfil the project requirements. WP leaders are responsible for the outputs of the relevant WP. They may delegate part of their responsibility to task leaders, according to the rules here below, but on the project level, they are responsible for the timely and effective execution of the WP work. WP leaders report to the Coordinator.

Exploitation and Dissemination Manager

OSM will be the Exploitation and dissemination manager. Its main task is to monitor the relevant markets and report to the General Assembly, every six months, monitor project activities and results, vis-à-vis the market, coordinate between the business community and the consortium, and suggest project activities re-planning action to assure business exploitation results. It will identify new IPs and advise appropriate means of protection and management.

Project Manager

The project Manager AITEX will provide techniques & tools to control & provide project deliverables within the SYMSITES timeframes & budgets.

Responsibilities	<ul style="list-style-type: none"> • Produce tools for: <ul style="list-style-type: none"> - compiling efficient deliverables - follow up and record participants' budgets and Person Months spent on the project - Meetings organization • Procure a quality assurance plan and follow up on the Quality of the project <p>One of the main managerial tools is consortium meetings. Thus they must be effective and well-organized.</p> <p>The Project Manager will manage the meetings of the consortium and the General Assembly to include:</p> <ul style="list-style-type: none"> • Developing Agendas • Prepare and distribute necessary materials for meetings • Establish Ground Rules for Meetings (participation, focus, momentum, closure, etc.) • Evaluating the Overall Meeting • Recording the minutes of the meetings and defining actions from the meetings • Maintain the project website as a project dossier • Establishing quality standards via the development of an efficient Project Quality Plan ; • Organize the information flow inside the consortium; • Maintain the GA • Maintain the Consortium Agreement
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5.4 Consortium General Rules

Voting System

Regular decisions at all levels will be taken by a majority vote (2/3). In special cases, the coordinator can declare the vote as a matter of substance that will be dealt with through the conflict resolution procedure stated below. This issue will be further developed within the Consortium Agreement

Conflict Resolution Procedures

Should the members of any board fail to reach an agreement on a matter of substance; the conflict will be solved on a proportional vote basis, being the vote weight in direct relation to the percentage of the overall project cost assigned to each partner. Matters of substance will include all issues that may affect the financial/programmatic status of each of the consortium partners or any other issue raised by the coordinator at his discretion.

Communication between consortium members

The normal communication means between the project team members will be e-mail, phone, conferences, and the project website.

5.5 Management of knowledge

One of the objectives of Horizon Europe is to make the knowledge available to the public. However, another objective of the Programme is to ensure that intellectual property right adequately protects this knowledge. There is a fundamental clash between these two objectives because making information public can lead to the forfeiture of intellectual property right. The consortium agreement will try to resolve this conflict.

The way the project results will be disseminated will be specified in the consortium agreement to assure that Intellectual property rights are protected. The partners are committed to providing effective "intellectual property protection for knowledge", capable of industrial or commercial application".

The Consortium Agreement is already delivered and is establishing methods regarding the confidentiality between the members of the consortium regarding patentable results. Each contractor will nominate an IPR responsible for his organization.

He/she should:

- Legalize the status of a tradable result;
- Instruct the contractor to apply for a trade patent (or other types of protection),
- Establish rules for the patents, e.g. if the industrial partner does not intend to commercialize the patent, it should be proposed to the interested consortium partner on a fair commercial basis.

There will be certain intellectual property rights acquired automatically, without any need to apply for them. The most important of these rights is copyright: any document (including a computer program) authored by a contractor will "belong" (under copyright law) to that contractor. Since in this case, intellectual property is automatic; a contractor will not have to take any positive steps to obtain it. However, having copyrighted it will not necessarily excuse a contractor from acquiring other rights; (e.g. a computer program is protected by copyright, but it may, in some cases, also be patentable). Each contractor will be required to use the knowledge owned by him **as a result of the project**, following his interests. **This could include enabling other parties to use the knowledge.** The following are examples of the ways the contractors accepted to make use of a patent for a new product

- Use the information contained in the patent for further research: this is the "use" within the meaning of the contract. This approach may be of particular interest to **academic institutions**;
- Manufacture and sell the patented product;





- License third parties to produce and sell the patented product: the contractor would then collect patent royalties, (these third-party licenses would be treated as access rights)

Useful for all consortium partners;

- Sell the patent, on condition that the purchaser will make use of the patent. (Special rules on assignment). Large Industries and SMEs.

Gender issues

The main gender issues to be addressed by the project:

- Undertake Gender Equality Actions.
- Design and implement an equal opportunity policy.
- Implement mentoring schemes for women.
- Family-friendly working conditions.
- Partners will promote women by preferring women collaborators wherever possible
- The staff in the project includes about 45% women

Project closure

Once all the deliverables have been produced and the EC has accepted the final deliverables, the project will be ready for closure. Project Closure involves releasing the **final reports and deliverables to the EC**, handing over project documentation, releasing project resources and communicating project closure to all stakeholders. The last remaining step is to undertake a Post Implementation Review to identify the level of project success and note any lessons learned for future projects.



Appendix I

Internal Meeting Report – Template



Appendix-II

Internal Meetings and Internal Deliverables – Template





ECOSITES implementation for industrial-urban symbiosis through social and technological solutions

SYMSITES - No: 101058426

WP Leader (Acronym): _____

INTERNAL MEETINGS

No Meeting	Participants	Date (Start/End)	place	WP/Task	Expected results/details
1.					
2.					
3.					
4.					

INTERNAL DELIVERABLES

DELIVERABLE	FROM partner	TO Partner	DATE	PURPOSE





Appendix-III

Conference Calls Report – Template



ECOSITES implementation for industrial-urban symbiosis through social and technological solutions

SYMSITES - No: 101058426

PARTNER (Acronym): _____

Conference Call (CFC) TITLE: _____

WP/Task [CFC Date] [CFC Time]

CFC INITIATED BY	
TYPE OF CFC	
PARTICIPANTS	

MEETING TOPICS

TOPIC 1: [Time allotted] [Presenter]

DISCUSSION			
CONCLUSIONS			
ACTION ITEMS	PERSON RESPONSIBLE	DEADLINE	



Appendix-IV

Deliverable Template





SYMSITES

ECOSITES implementation for industrial-urban symbiosis through social and technological solutions

Deliverable fact sheet	
Deliverable number	
Official Date	
Submission Date	
Responsible partner	
Authors	
Version	
Work package no.	
Work package leader	
Dissemination level (PU/ SEN)	





Abstract

List of Abbreviations and acronyms

Abbreviation	Meaning

Abstract	1
List of Abbreviations and acronyms	1
1. Executive Summary	24
2. Objectives	24
3. Description of the work	24
4. Conclusions	24
5. Bibliography and sitography	24





1. Executive Summary

To enter text, please use the format style "Normal" or Arial 11

2. Objectives

To enter text, please use the format style "Normal" or Arial 11

3. Description of the work

To enter text, please use the format style "Normal" or Arial 11

4. Conclusions

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5. Bibliography and sitography

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Appendix-V

Presentation - Template





Example WP1




Funded by the European Union


WP1 Technologies for wastes treatment

WP Leader NTUA

Partners: AITEX CSIC BIU UPC KUL FACSA FOVASA BOKU NTUA GREENE Aat M BOFA BEOF
GARD BRYG DAVO GST SP KLINK MWA SYRMET EAP

Kick-off meeting – 5-6th July, Alicante

This project has received funding from the European Union's Horizon Europe program under GA Project 101058426



SYMSITES project– GA number 101058426
Kick-off meeting– 5-6th July, Alicante

Gantt WP1

WP/T	WPs/Tasks Name	Year 1				Year 2				Year 3				Year 4			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
WP1	Technologiesfor wastes treatment																
T.1.1	Lab scale development of WW and BW co -treatment system																
T.1.2	Low costs char-based adsorption materials doe the AC																
T.1.3	Adaptation of the pyrolysis processes to the different NRW																

Deliverables

- **D1.1** Lab scale results report on the optimization of the biogas production by the AnMBR **NTUA M18**
- **D1.2** Development of MMV, CDs and ultrasound membrane treatment (by CDs and LigNPs) for antifouling properties. Design and lab tests report **BIU M18**
- **D1.3** Development of low costs char-based antibacterial/antiviral adsorption materials for tertiary treatments **GREENE M18**

Funded by the European Union





SYMSITES project– GA number 101058426
Kick-off meeting– 5-6th July, Alicante

Task 1.1 Lab scale development of an advanced co-treatment system of wastewater and solid biowastes

Leader NTUA
Partners BOKU, SIRMET, BIU, UPC, AITEX, KUL, DAVO, FACSA



SYMSITES project– GA number 101058426
Kick-off meeting– 5-6th July, Alicante

Task 1.2 Development of new low costs char-based adsorption materials for the adsorption column

Leader UPC
Partners: GREENE, CSIC





Task 1.3 Adaptation of the pyrolysis processes for the different NRW, char and syngas characterization

Leader GREENE
Partners: CSIC



Summary of WP1 activities for the first 6 Months



