

DELIVERABLE REPORT



Green Industrial Hydrogen via steam electrolysis



Initiative:	Fuel Cells and Hydrogen 2 Joint Undertaking (FCH2-JU)	
Grant agreement No:	826350	
Start date:	01.01.2019	Duration: 48 Months
Project Coordinator:	SZMF	



Document Classification

WP No: 1
Task No: 1.1
Deliverable No: D1.1
Title: Management Guidelines
Lead beneficiary: SZMF
Authors: Simon Kroop
Dissemination level: Public

Due date of deliverable: Month 02
Actual submission date: 2019/02/28
Re-submission date: 2020/11/03

Document Validation

Reviewer: SF, 2019/02/21
Coordinator: *not applicable*



Table of Content

Table of Content.....	3
Table of acronyms.....	4
1 Scope.....	5
2 Background documents.....	5
3 Work plan.....	6
3.1 Management structure and procedures.....	6
3.2 Monitoring of Work Progress.....	7
4 Consortium, roles and responsibilities.....	7
4.1 Participants.....	7
4.2 Project Coordinator.....	8
4.3 Scientific/technical Coordinator.....	8
4.4 General Assembly.....	9
4.5 Work Package & Task Leaders.....	9
5 Document management and communication.....	10
5.1 General.....	10
5.2 Deliverables Management.....	10
6 IPR Management.....	11
7 Risk Management.....	11
8 Conflict resolution.....	11

Acknowledgement

This project has received funding from the Fuel Cells and Hydrogen 2 Joint Undertaking (FCH 2 JU) under Grant Agreement No 826350. This Joint Undertaking receives support from the European Union's Horizon 2020 Research and Innovation programme, Hydrogen Europe and Hydrogen Europe Research.

Disclaimer excluding JU responsibility

This deliverable reflects only the author's view. The JU is not responsible for any use that may be made of the information it contains.



Table of acronyms

CA	Consortium Agreement
DoA	Description of Action
EC	European Commission
FCH2-JU	Fuel Cell & Hydrogen 2 Joint Undertaking
GA	Grant Agreement
IPR	Intellectual Property Rights
KOM	Kick-Off Meeting
PC	Project Coordinator
SC	Scientific Coordinator
TL	Task Leader
TX.X	Task X.X
WP	Work Package
WPL	Work Package Leader



1 Scope

This document represents the management guidelines of the GrInHy2.0 project. The main scope is to cover three basic objectives:

- General principles and guidelines for effective cooperation
- Clear partner roles and responsibilities
- Good and goal-oriented communication between the partners as well as effective project management.

In order to achieve these goals this document covers the procedures ensuring that all the needed activities will be implemented by the partners, including the following aspects:

- Description of responsibilities of all the partners according to the Management Structure of the project
- Organization of meetings
- Communication and internal exchange of information, e.g. preparation and submission of financial statements and deliverables
- Monitoring and reporting of progress according to the work plan and time schedule
- Conflict resolution
- Risk management

2 Background documents

Internal documents, which define the Partners role in respect to the other members of the Consortium:

- The Consortium Agreement describes all responsibilities and rights of the partners within the consortium including the intellectual property rights and technical background required for the implementation of the work packages. The document is a signed agreement between the Project Coordinator (PC) and all the parties.
- Project Management Guidelines describe all the management issues in order for the consortium to work under identified and standard procedures.
- Document templates will be provided by the PC to maintain uniform format for reports, slides, meeting minutes etc.

External documents, which define the relation of the Consortium in regard with the FCH-JU:

- The Grant Agreement
- Annex I - Description of action Part A and Part B
- Annex II - Estimated budget of the action beneficiaries to the grant agreement
- Annex III - Accession Forms
- Annex IV - Model for the Financial statement
- Annex V - Model for the certificate on the financial statements
- Annex VI - Model for the certificate on the methodology

3 Work plan

A straight forward science and technology methodology and the associated work plan have been elaborated making the best use of the competences of the involved partners and achieving the scientific and technical targets of the GrInHy2.0 project. An overview of the work plan is given in Figure 1 shows an overview of the work plan.

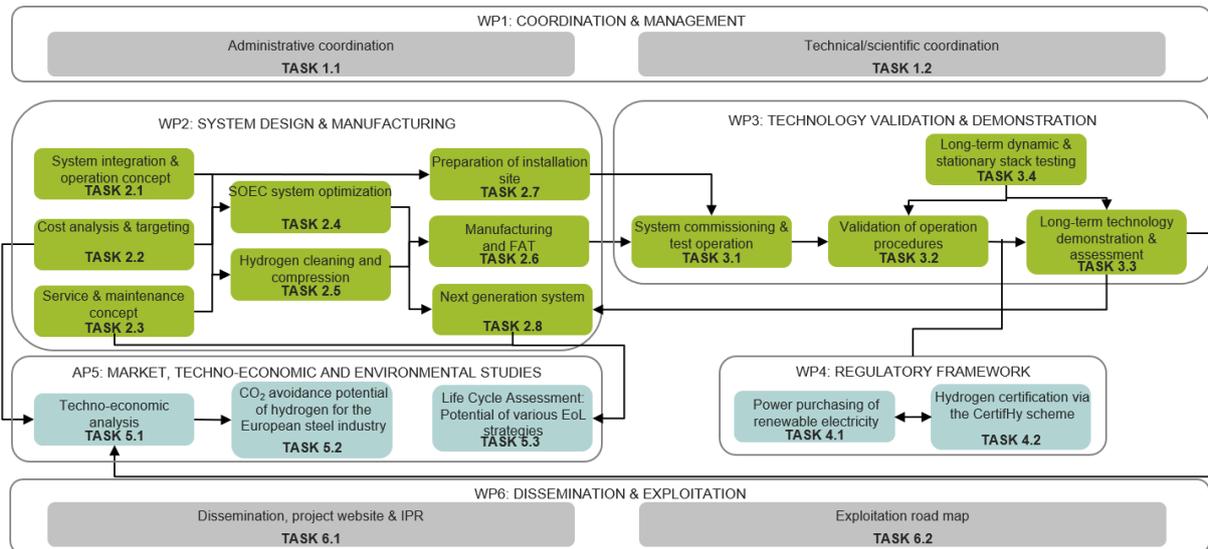


Figure 1: Pert diagram of GrInHy2.0 project

The detailed work plan is implemented within four main project parts and six work packages:

1. Coordination & management (WP1)
2. System design, installation and operation (WP2, WP3)
3. Market, Techno-Economic and Environmental Studies (WP4, WP5)
4. Dissemination & exploitation (WP6)

Each of these work packages is coordinated by a Work Package Leader (WPL).

3.1 Management structure and procedures

The GrInHy2.0 project consists of a consortium of six partners and is established for a four-year project period. Considering the number of partners, a one-level management is suitable.

Figure 2 shows an overview of the management structure of the GrInHy2.0 consortium. The project coordination team consists of an overall Project Coordinator (PC) and the Scientific Coordinator (SC). The project coordination team is supported by the General Assembly, which will be announced at the project's Kick-Off Meeting. The General Assembly is the sole consortium body, consists of one member of each beneficiary and is responsible for strategic project decisions and amendments of the Grant Agreement. The administrative management of the project is carried out by the Project Coordinator (PC) in collaboration with the Scientific Coordinator (SC) and Work Package Leaders. SZMF acts as the Project Coordinator (PC) while SF acts as the Scientific Coordinator (SC).

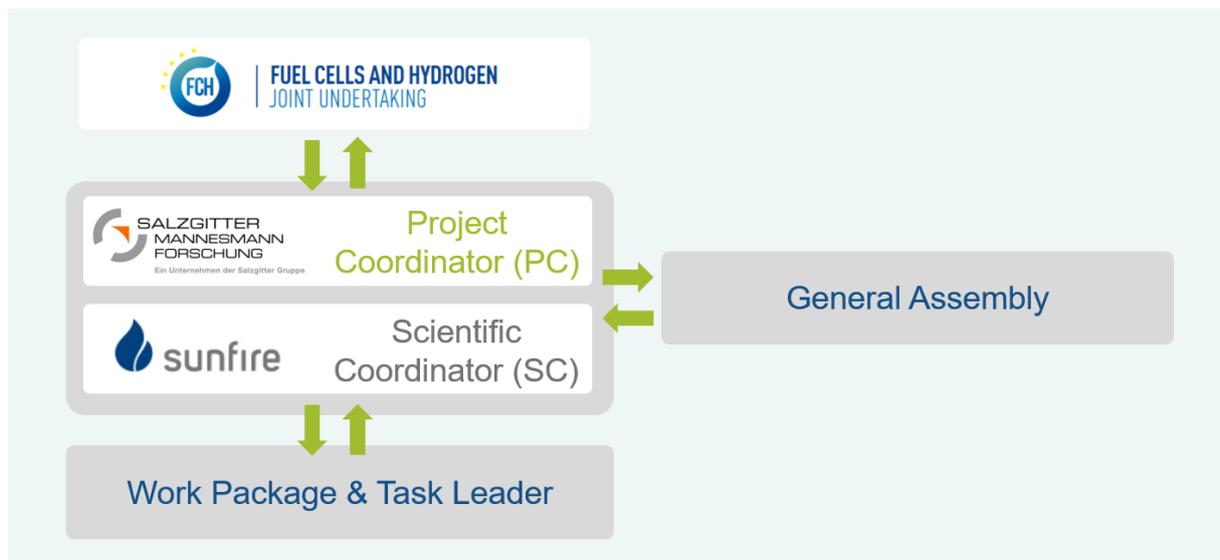


Figure 2: Management structure of the Consortium

3.2 Monitoring of Work Progress

Whereas the Scientific Coordinator (SC, see section 4.3) shall ensure that scientific and technical aspects of the work packages proceeds according to the Description of Action (DoA), the Project Coordinator (PC, see Chapter 4.2) monitors the progress of work in relation to the overall project objectives.

The PC and SC will be supported by the Work Package Leaders (WPL), who are responsible for monitoring the progress in their corresponding work packages. On request, the WPL shall inform the project coordination team about the progress of work.

At the semi-annual Project Meetings, each Task Leader or its representative provides an overview about the progress of work in relation to plan, describes the materialized or mitigated risks and explains the next steps.

Furthermore, each beneficiary shall provide an update of their actual eligible costs. For those statements separate templates will be provided by the PC before the meetings.

Preferably, the meetings are organized by changing parties.

According to the Grant Agreement, the project will be externally monitored by FCH2-JU in terms of three periodic reports and a Final Report. The preparation of these reports will be initiated by the PC, who will deliver the reports to the FCH2-JU via the EC's participant portal.

4 Consortium, roles and responsibilities

This section describes the consortium and the roles and responsibilities of the administrative persons and bodies.

4.1 Participants

The project's partners are listed in Table 1.

Table 1: Participants of the consortium

Part. No.	Participant organization name		Type	Country
1	Salzgitter Mannesmann Forschung GmbH	SZMF	IND	DE
2	Salzgitter Flachstahl GmbH	SZFG	IND	DE
3	Sunfire GmbH	SF	SME	DE
4	Paul Wurth SA	PW	IND	LUX
5	Tenova SpA	Tenova	IND	IT
6	Commissariat à l'énergie atomique et aux énergies alternatives	CEA	RES	FRA

4.2 Project Coordinator

The Project Coordinator (PC) is the intermediary between the Parties and the Funding Authority. In particular, the PC is responsible for the following tasks:

- Overall project management, in particular, administrative and financial tasks, which includes the communication between the Consortium and the FCH2-JU office;
- Administration of the financial contribution of the Funding Authority and fulfilling the financial tasks described according to the GA and CA;
- Monitoring the compliance by the Parties with their obligations;
- Collection, reviewing and prompt submission of information on the progress of the Project, reports and other deliverables (including financial statements and related certification) to the Funding Authority;
- Preparation (e.g. preparing the agenda, proposing decisions, ...) of Project Meetings, chairing the meetings, preparing the minutes of the meetings and monitoring the implementation of decisions taken;

As indicated above, the PC is responsible for the day-to-day administrative and overall coordination of the project, organize communication between the partners and consolidate project planning.

4.3 Scientific/technical Coordinator

Sunfire is the project's Scientific Coordinator (SC) and will support the PC in scientific and technical matters. The SC is responsible for:

- Supporting the PC in preparing the meetings, proposing decisions and preparing the agenda of General Assembly meetings, preparing the minutes of the meetings and monitoring the implementation of decisions taken at meetings
- Chairing the meetings in absence of the PC;
- Organization and coordination of contents and intended results of the work packages;
- Collection and finalization of the Technical Report of the periodic reports;



- Annual data reporting to FCH2-JU;
- Tracking of Milestones.

By the coordination of all research and technical related tasks the SC will ensure that scientific and technical work proceeds according to the work plan.

4.4 General Assembly

The General Assembly is the decision-making body of the consortium and consists of one representative of each Party (hereinafter referred to as “Member”). The Members will be announced at the Kick-Off Meeting (KOM). The General Assembly takes place during the project meetings. In absence of a Member, the corresponding Party shall announce a representative.

The following decisions shall be taken by the General Assembly:

- Proposals for amendments to Annexes 1 and 2 of the Grant Agreement to be submitted by the PC to the Funding Authority
- Changes to the Consortium Agreement
- Evolution of the consortium:
 - Entry of a new Party to the consortium and approval of the settlement on the conditions of the accession of such a new Party
 - Withdrawal of a Party from the consortium and the approval of the settlement on the conditions of the withdrawal
 - Identification of a breach by a Party of its obligations under this Consortium Agreement or the Grant Agreement
 - Declaration of a Party to be a Defaulting Party
 - Remedies to be performed by a Defaulting Party
 - Termination of a Defaulting Party’s participation in the consortium and measures relating thereto
 - Proposal to the Funding Authority for a change of the Coordinator
 - Proposal to the Funding Authority for suspension of all or part of the Project
 - Proposal to the Funding Authority for termination of the Project and the Consortium Agreement

According to the CA, the PC shall give notice in writing of a meeting to each member as soon as possible and no later than twentyone (21) calendar days preceding an ordinary meeting and seven (7) calendar days preceding an extraordinary meeting. Decisions shall be taken by a majority of two-thirds (2/3) of the votes cast.

4.5 Work Package & Task Leaders

For each individual work package (WP) and task, one individual person is assigned as technical leader by the responsible partner. Should any of the individual work package or task leaders leave their company/institution, the responsible partner will immediately appoint a substitute.

Under supervision of both the PC and SC, Work Package Leaders (WPL) have the responsibility to coordinate, plan, monitor and report to the PC and SC on the technical work



relating to their corresponding WP. If needed, the participating partners of a WP shall hold meetings or audio/web conferences under the chairmanship of the WPL.

Each Task Leader (TL) proactively reports on the project meeting the progress of work of the task's participating partners, on new identified or materialized risks and provides an outlook on the planned next actions/milestones.

On requests by the coordination team, WPLs and TLs shall report the current status of his/hers Work Package and Task, respectively.

5 Document management and communication

5.1 General

During the project a significant amount documents will be produced, usually by more than one partner. To be most efficient, a file sharing system shall be employed for the partners of the Consortium. For this purpose, CEA set up a sharepoint room. On request to the PC, each project member shall receive a personal login and password and has the rights to add, modify and delete files.

Besides the opportunity to jointly work on reports, the sharepoint room shall provide an easy access to finalized project documents and information. Those are – amongst others –

- Official Reports,
- Deliverables (public and confidential),
- Documents relating to Project Meetings (presentations, minutes of meetings, arrival instructions,...) and
- Templates.

In addition, approved public deliverables and presentations shall be available on the project's website.

5.2 Deliverables Management

Deliverables will be prepared and reviewed by the partners responsible.

The preparation, reviewing and submission of a deliverable follows the procedure described in Figure 3. For the preparation and reviewing, which is an iterative process, the previously mentioned sharepoint room may be used. Only with reaching a final stage, the deliverables shall be added to the sharepoint room for comments from the other partners.

All the reviewed deliverables must be submitted to sharepoint at least 5 working days before the deadline of each deliverable. In turn, this means that the reviewing process should at least start well before those 5 working days. Preferably, the lead beneficiary provides a pre-final version of the deliverable to the reviewer 3 weeks before its official deadline. After finalization by the consortium, the PC shall submit the deliverables to FCH2-JU via the participant portal.

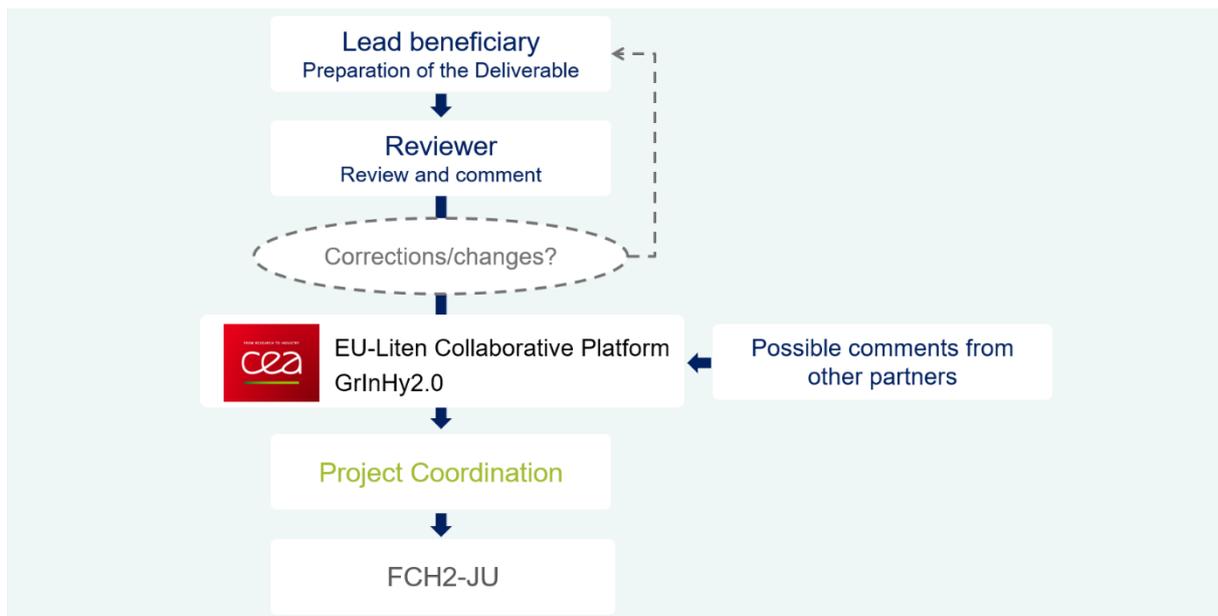


Figure 3: Preparation and acceptance of deliverables.

6 IPR Management

Regarding intellectual property rights (IPR) the consortium will have an active patenting and licensing policy as defined in the CA. By guaranteeing clear rules of co-ownership and the use of background knowledge the exploitation of the results can be efficiently supported and prepared. IPR management will be a continuous activity covering the entire project duration.

In case of the dissemination of results the relevant partner has to act accordingly to the CA section 8.4. Besides others, the partner has to inform the other partners at least forty five (45) calendar days before the publication. Any objection to the planned publication shall be made in accordance with the Grant Agreement in writing to the Coordinator and to the party or parties proposing the dissemination within thirty (30) calendar days after receipt of the notice. If no objection is made within the time limit stated above, the publication is permitted.

7 Risk Management

Each task leader is responsible for the determination of the possible risks that can affect the progress of their task. Whereas the Project Coordinator will ensure that the project timetable is adhered to by all partners, the Scientific Coordinator will monitor the technical risks. Should unforeseen delays nevertheless arise, alternative plans shall be discussed and approved by the General Assembly and immediately communicated to the FCH2-JU office by the PC.

8 Conflict resolution

The parties shall endeavour to settle their disputes amicably. In the first instance, strictly work related issues and disputes between parties shall be brought forward to the responsible Work Package Leader. Work related issues may be linked to the following:



- Progress of work package;
- Preparation of deliverables;
- Minor modifications of the Work Plan.

Ongoing disputes between two or more parties shall be solved by the Coordinator and/or the Scientific Coordinator with possible appeal before the General Assembly.