



Green H2 and circular bio-coal from biowaste for cost-competitive sustainable Steel – G.A. nr 101070741

D7.1_Preliminary Project Management Plan



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ABSTRACT

This report describes the Project Management Plan (PMP). This PMP, implemented in the form of a Project Handbook, will complement the project information provided in the project plan according to the terms and conditions included in the Grant Agreement and the Consortium Agreement. The PMP includes guidelines for documentation, quality maintenance, management of risks and identification of opportunities. The aim of these guidelines is to ensure the project runs under simple but effective management, quality assurance rules, and that the project maintains a risk management updated along the project's execution.

This document refers in many cases to standard procedures and documents of the European Commission. Should any of the provisions included in this handbook be in conflict with the EC Grant Agreement or with the Consortium Agreement, then the provisions included in the Grant Agreement or in the Consortium Agreement shall prevail.

KEY WORDS

Project Management; quality assurance.

HISTORY OF CHANGES

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V2	21/12/2022	Revised version

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List of acronyms

EIC	European Innovation Council- the Funding Authority of the H2STEEL Project
CoAg	Consortium Agreement
GA	General Assembly
KOM	Kick-Off Meeting
PM	Project Manager
PMP	Project Management Plan
PO	Project Office
POr	Project Officer
WP	Work Package
WPL	Work Package Leader
DM	Dissemination Manager
EM	Exploitation Manager

1. Project Organisation and Management Structure

The main organisational structure of the project is here report, along with any additional relevant information related to the project coordination.

1.1. Coordinator Project Office

The management approach applied in the H2Steel project aims at:

- Responsive and cost-effective structures and lean project management procedures
- Fair distribution of tasks and responsibilities among partners
- Efficient information flow
- Transparent and responsive conflict resolution
- Proactive risk assessment
- Staffing of scientific, technical and managerial roles with qualified experts

As reported in the Consortium Agreement (CoAg) the project government structure has three management bodies:

- the General Assembly;
- the Coordinator;
- the WP teams and WP leaders.

1.2. Project Manager and coordinator project office

The Project Manager is David Chiaramonti (POLITO). He shall be responsible for:

- being the intermediary between the Partners and the Commission;
- ensuring that all project deliverables and reports are submitted on time;
- creating the conditions for successful collaboration, anticipating and managing potential conflicts;
- convening the GA meetings, when required, and according to the planned scheduling;
- approving reports and deliverables for submission to the Commission once such deliverables have been already checked and approved by the Deliverable Lead Beneficiary;
- negotiating with the Commission for the possible revision of objectives, changes in consortium membership, payments of the EC contribution and rules for dissemination and use of knowledge;
- co-ordinating all technical and operative activities, ensuring that deviations and unexpected difficulties are resolved (informing the GA and the WPL concerned);

- managing the interaction among different WPs, making sure that intermediate achievements and results smoothly flow across WPs, thus maximising the overall results quality and impact;
- carefully following the scientific evolution in the scientific and technological field, and initiating and conducting (together with the WPLs) all the necessary WP restructuring and inter-WP coordination actions to ensure that the project will properly face and adapt to major scientific shifts and sudden change of goals in the scientific and technical community as a whole.

Politecnico di Torino- Department of Energy appoints as Project Manager Prof. David Chiaramonti.

Prof. Chiaramonti has previous experiences in large EU, national and regional research projects focused on thermochemical processes and technologies applied in the energy sector. Additional information about the skills and competences of Prof D. Chiaramonti are available in the project website.

The Project Office, located at the Department of Energy, is responsible for the efficient day-to-day administrative management of the project and supports the Project Manager on tasks regarding accountancy, partnership communication and reporting as well as centralizing information and project outputs.

In particular, the main tasks carried out by the PO are listed below:

- handling the overall financial, contractual and administrative aspects of the project and establishing the necessary tools (management handbook, Consortium Agreement, templates for reporting and monitoring; payments);
- fulfilling the GA decisions, in particular with reference to the financial issues;
- organizing the meetings of the GA (preparation, agenda, support during the meetings, circulation of minutes, presentations and proceedings);
- Maintenance of the Consortium Agreement;
- supporting the partnership about how to use the Research & Innovation Participant Portal – different steps as required during the PMP;
- supporting the partnership about how to prepare the financial report (interim and final) according to the Grand Agreement provisions and the explications reported in the Annotated Model Grant Agreement http://ec.europa.eu/research/participants/data/ref/h2020/grants_manual/amga/h2020-amga_en.pdf;
- supporting the Partnership about how to prepare the internal monitoring activity, exercise planned each six months. All the information provided by the Partners for this purpose will be used only within the Partnership and for the only scope to monitor the project evolution and the use of the resources;
- day-by-day info point for financial and legal issues related to the Project management;
- the contact persons involved in the day-by-day management are: Claudia Sibilla (claudia.sibilla@polito.it / +390110904531) as main contact for the project; Massimiliano Rapetti (massimiliano.rapetti@polito.it /+390110904527) as representative of the Project Office.

1.3. General Assembly

The General Assembly is the only decision-making body of the project. It is composed by one representative per partner, elected at the beginning of the project. The General Assembly must have the power to make decisions, on behalf of the partner they represent.

Although the General Assembly is the decision body, the signature of the legal representatives of the parties is necessary to modify/formalise any possible change and/or implementation of the Grant Agreement & Consortium Agreement.

The General Assembly will meet at least every six months. Extraordinary meetings could be convened upon request of any member. During the KOM, the coordinator proposed that these meetings may take place virtually.

The members of the General Assembly have been appointed by each partner. Politecnico di Torino- Department of Energy has the role of Coordinator in the project and it has the overall leadership of the project.

The members of the GA have been appointed by the partner concerned during the Kick-off Meeting- They also detain the role of WPs Leaders, if foreseen in the project plan. The representatives will have the authority to make decisions on behalf of his/her organization in terms of overall strategy and resources allocated to the project. The Project Manager will chair the GA. The GA is responsible for the overall direction of the project and has a final decision authority. The GA will meet at least once a year (remotely or in presence) and more often as required for administrative and scientific management. Each representative shall have one vote and may appoint a substitute to attend and vote at any meeting of the GA.

The voting procedure as well as the responsibilities and the convening procedure of the GA are defined in the Consortium Agreement, which has been signed by all partners at the beginning of the Project. The main responsibilities of the GA are:

- co-ordination of the overall activities and identification of general strategies;
- supervision of the project activities;
- definition of the progress monitoring criteria used by each WP leader during the activity execution;
- coordinating the interaction and collaboration across activities and WPs;
- deciding upon major changes in WPs;
- deciding on major issue presented by the PM and WP Leaders;
- re-defining the workplan calendar after the initial date of the project;
- ensuring that deviations and unexpected difficulties are resolved according to the project aims and elaboration of corrective actions if needed;
- proposing measures to cope with defaulting partners;
- agreeing on procedures in accordance with the EC contractual rules;
- deciding upon the allocation of the Project budget to the project activities if such decision has no impact on the Consortium Plan or Annex I of the GA;
- reviewing budget modification in accordance with the Contract making review and/or amendment of the terms of the Grant Agreement;
- deciding coordination meeting on a half-year basis (remote and/or vis-à-vis);

- rules for voting, additions and membership changes in the GA is established by the Consortium Agreement;
- support the Project Manager to maintain the relationship with the European Commission (PM– Project Office);
- approval of deliverables reviewed by PM in collaboration with the linked WPLs;
- definition of an efficient partnership communication channel and self-assessment methodology;
- deciding additional dissemination activities about the project.;
- deciding reviews and/or amendments of the terms of the Annex I of the Grant Agreement and the Consortium Agreement items, according to the day-by-day arising needs;
- deciding on content, finances and intellectual property rights;
- making every decision related to the evolution of the consortium.

Decisions concerning the project will be mainly taken during the meetings of the GA. In any case, thanks to the simple and lean management structure which ensures a direct involvement of all Management bodies, the mechanism of the decision making will follow a bottom up flow in order to grant a continuous monitoring of the project activities and a quick reaction with corrective decisions, if needed.

1.4. Work-Package Leader and Work-package team

Work Package Team shall consist of one representative of each Partner having a Task within the respective Work Package (Work Package Member). Each Work Package has a Work Package Leader who has the full responsibility to:

- coordinate and monitor the scientific activities as described in the DOA under his/her responsibility;
- monitoring of the resources allocated;
- report to the GA– PM about the working progress and any shift in timing and contents;
- organize operative meeting (remote and/or face-to-face) with the other WP Members;
- define the WP meetings agenda and elaborate a WP minutes meetings;
- chair all meetings of a Work Package Team;
- the collection and submission on time of the deliverables under his responsibility;
- alert the PM and the GA in case of delay in the performance of the WP activities or in case of breach of responsibilities of any involved Member.

Each WP Leader shall regularly report (at least every 3 months) to the PM on the progress in the implementation of activities, main results achieved, deviations encountered, improvement actions and intermediate work plan for the next reporting period. They also report such progresses to the GA every six months according to the monitoring procedure which follows a biannual scheduling.

The project WP leaders are listed below.

Table 1. Work Package Leaders

WP	Title	Lead Beneficiary
1	Biowaste feedstocks selection and biochar production	RE-CORD
2	Development of a Biocoal-based catalyst for biomethane pyrolysis	POLITO
3	Design, construction and testing of a new proof-of-concept system	POLITO
4	Assessment of H2STEEL concept: green H2 and C integration in Steel-making	ULEI
5	Communication and Dissemination	CONTACTICA
6	Exploitation of the H2STEEL concept	I3P
7	Coordination and management	POLITO
8	Portfolio activities	I3P

Every Work Package Leader has the responsibility to collect the name of the persons appointed by the Partners involved in the Work Package activities and to update this list during the project execution. To every member of the Work Package Team, the WP Leader assigns a specific project activity, execution timing and achievements in line with the general project scheduling.

The WP Leaders will be supported in controlling the use of the resource consuming by collecting information organized by WP. This data collection includes, for each involved partner: PMs consuming; Expenditures (personnel, other direct costs) and follow the biannual monitoring system arranged by the Project Office

1.4.1. Exploitation Manager (EM)

In addition to what is reported in the GA, the exploitation activities are in charge of I3P, that nominated Prof. Giuseppe Scellato, the Exploitation Manager, as responsible for the day-by-day management and coordination of the project exploitation activities – WP 6. During the project meetings, he updates the Project Manager and the General Assembly about the planned and on-going exploitation activities. He will have the responsibility to prepare the Exploitation Plan in collaboration with the project members.

1.4.2. Dissemination Manager (DM)

In addition to the responsibility reported in the 1.1.5 Section, the Dissemination Manager (DM) is responsible of the daily activities devoted to communicate and disseminate the project results, data, information according to the Dissemination Plan. The Dissemination Manager is Iciar Serrano (CTA) and she is supported by Politecnico di Torino especially for what concern the application of the confidentiality restrictions to prevent any infringements linked to this matter. Every Partners appoints a member in the Dissemination Team which correspond to the WP7

The DM encourages to take part to every dissemination & communication activity (planning and execution). Each partner is supported by the subcontractor, collectively and individually, if required

2. Communication procedure

2.1. Means of communication

The primary means of communication among the Project partners is the e-mail and the virtual meetings. Partners shall use H2Steel mailing list, and inter-personal e-mails. Information may be exchanged within the Project in any appropriate way according to the type of information and the required availability timing. Virtual and phone calls are typically used to discuss practical details (as in the organization of meetings and workshops), or in case of urgency/emergency.

In case of communication in writing, the communication flow is the following:

- Elaboration of the information content to discuss/agree upon. The text has to report clearly if the content is confidential or not. “Confidential” means that it can be used only within the partnership.
- Pictures provided by partners are not confidential. Their use is restricted to Project material (digital and paper) production. In case of confidential pictures, a water writing “confidential” has to be reported on the pictures concerned.
- Acknowledgement of receipt (AOR) of urgent message is due immediately upon reception, independently of actual reply. In case of missing AOR the message will be re-sent.
- When a document of general interest is discussed, questions and modifications shall be sent to all partners.
- In case of objection to a proposal/document the objection must be positive, i.e. it is valid only if it includes a proposal for change of the objected item.

Any official request to the relevant matters of interest of the Funding Authority – EIC -is channelled through the Coordinator – POLITICO and its Project Manager/Project Office. Each Partner informs the Project Manager and the Project Office about any relevant communication which may have a direct impact on the project (technical, financial and/or legal). In case of change, variations with direct impact on the Project Plan, the GA is involved to approve and define the improvement actions before the involvement of the Funding Authority – EIC.

The communication related to technical activities has to be addressed to the relevant WP Leader. For questions and problems that cannot be solved within the framework of the WP, the WP Leader has to inform immediately the PM. If no solutions will be recovered, the GA is involved to point out any solutions/improvements according to the Project Plan. In case of substantial deviations, the Project Manager supported by the Project Office contact the Funding Authority – EIC with undue delay.

The partner Contactica (CTA) supports the PM and the Project Office in ensuring an effective communication among the partners. CTA leads the communication team, made by a representative for each partner involved in the project.

Concerning the communication to the public, the partner Contactica will ensure a constant flow of information, so to allow for a natural growth of the project audience. Communication must be frequent, but with informative content, to engage the general public without disclosing sensitive information. Any information linked to new contacted

person collected during the dissemination and communication activity performed under the interest of the whole Partnership (i.e not the ones performed by each Partner using its own data base of contactable persons), belong to the Partnership. The WP5 Leader will update the GA also on this matter.

Public deliverables will be shared on the website, only after the formal approval of partners.

As regards the media to be used:

- Project website
- CTA will design posters, brochures, and infographics at disposal of each partner.
- CTA will set-up and manage the social network accounts of the project (e.g. Twitter and the publication of short informative videos on YouTube have been considered).
- Communication guidelines will be developed and sent to partners.

2.2. Communication flow

The communication will be managed according to the flow shown below. The WP leader/dissemination team (CTA) supported by the project office develops contents previously collected and provided by the partners – Elaboration of Technical Part- . Once the content is defined and checked from a technical point of view by WP leader and according to the addressed target, the dissemination team share the news/contents through their media channels – Revision -> Elaboration of the Final text-> Validation from WP Leaders & Coordinator -> Dissemination through different tools. The use of the already existing networks of each single partner for the dissemination activity is fundamental to reach the different target groups and increase the project visibility. Additionally, each partner is encouraged to develop contents on their communication channels by themselves. In this case a prompt updating has to be reported to the dissemination team.

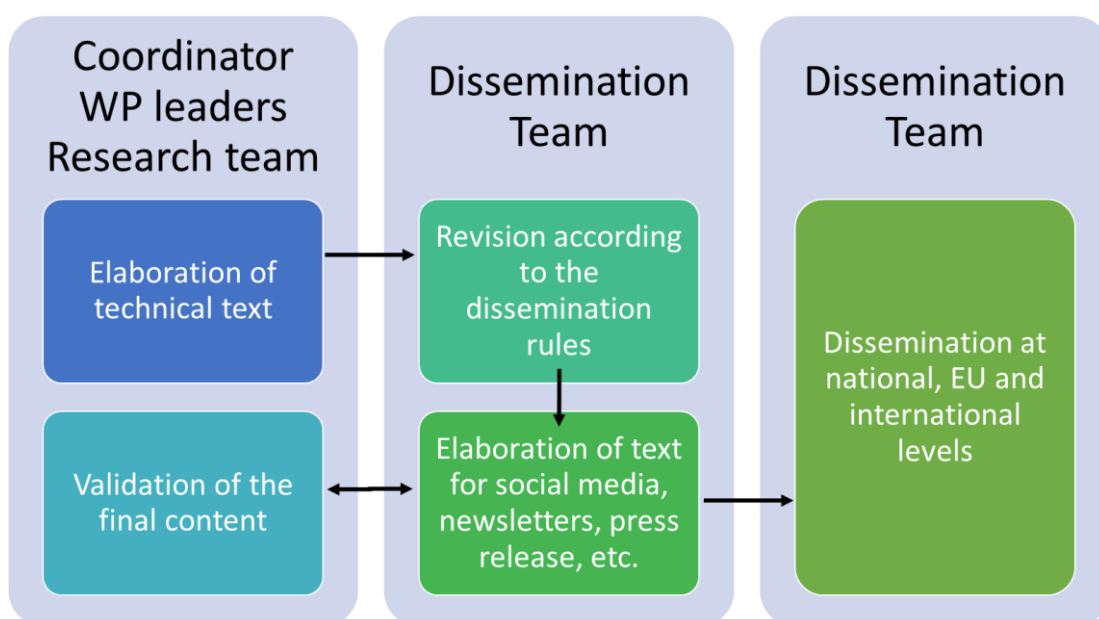


Figure 1. Communication structure

2.3. Project Website

The official H2Steel website is under development. The web address will probably be: www.h2steel.eu but this has to still be confirmed.

The website is the main instrument and data repository for the communication and dissemination activities.

The website will include a 'storytelling' section about the status of the project. All the communication channels (e.g. social media) will share the website contents so that all the visitors are re-directed to the website. The re-direction to the website enforces the visibility of the Project contents and enforces the data collection to report in the Periodic Reports /Deliverable devoted to the Dissemination & Communication activity.

These sections contain public information, description and news. and is updated by the Project Manager (POLITO) supported by the Dissemination Manager with the profitable contributions from the partners. Every partners member has in charge to bring up to date and send to CTA editable information only, i.e. with no information potentially confidential.

To assure friendly use of the web site, it is partly possible to update its configuration during the lifelong project in order to match the users need and the available on-line tools.

The reserved area to be used for data exchange is still under discussion inside the consortium.

In case, as general adopted rule, every information/data shared within the reserved area is to be treated as confidential and its use is restricted to the Partnership.

2.4. Confidentiality

All the relevant provisions concerning Confidentiality are included in the related section of the Consortium Agreement and Grant Agreement. As general rule, written information/data provided by partner during the execution of the project activities are to be considered confidential if this definition is clearly written in the content of the delivered information/data and/or it is shared in the "restricted area" of the web site. For the pictures, once a partner delivers pictures for dissemination & communication purpose to the dissemination team, such pictures are to be considered "not confidential". The only pictures considered confidential have to report a water writing "confidential".

Every year the consortium will have to upload data (and each data could be marked as confidential or public). This action complies with Grant Agreement specific obligations (Deliverables & Reports).

The confidentiality issue is clearly described in the section "Results and Access" Rights of the Consortium Agreement.

2.5. Use of Logo (Project, EIC, EU)

The LOGO of the H2Steel project has been developed by the WP5 leader with feedbacks and support from the entire consortium. The LOGO includes the key elements of the project.

A power point presentation template will be also prepared and shared in the shared document repository. The agreed front pages for deliverables (see Appendix 1) must be used.

Documents and presentations produced for the project should contain the project's logo and EC logo according to the general rules.



Figure 2. H2Steel Logo

2.6. Emergency Procedure

Any event which shall jeopardize the overall completion date of the project should be reported immediately to the Project Manager as a red flag. The Project Manager will act for resolving the issue, but if this is not practicable through ordinary management decisions and/or improvement actions, the Project Manager convenes an extraordinary General Assembly Meeting to make decisions upon.

Any issue that jeopardizes the success of the Project shall be notified to the project officer as a Red Flag by the Project Manager.

3. Meetings

3.1. Project Meetings

The PM convenes project meetings (face-to-face and remote video-conference) according to the timing and rules set out in the Consortium Agreement. For operative meetings (vis-à-vis and web conference) the WP Leaders are free to convene them. The same rules, but the timing, are to be applied in any case.

Any Member that is unable to participate to face-to-face plenary meetings should participate via video/teleconference to the meeting. The Member hosting the meeting will organize the video/teleconference with the members that are remotely attending the meeting.

In case of face to face meeting, it is mandatory to finalise the Attendance sheet (Appendix 3) where to collect the signatures of the participant. In case of video – conferencing meeting, the participants list will be included in the Minutes of Meeting (Appendix 3). The standard PM2 MoM template has been used as basis to define the template.

Remote meetings are scheduled according to the project needs. The Project Manager will organize additional remote meetings for the other project activities (exploitation, communication, data analysis), on the basis of the inputs received from CTA.

For very urgent matters, remote meetings are encouraged before the organization of face-to-face meeting.

Operative/technical Meeting can be convened by the WP leaders who inform PM at the any time. They have the possibility to organise specific meeting (face to face and/or remote through video-conferencing) to assure the best effort to the project. A minutes meeting shall be elaborate in any case to track the matters, the operative decisions and the improvement actions agreed upon during the operative meeting. This document will be then send to the Project Manager.

In addition to the previsions set out in the Consortium Agreement, in order to better identify the scope of the meetings, the following items should be indicated:

- Date: planned or actual date of the meeting
- Place: meeting venue
- Status:
 - INTERNAL for (some or all) project partners only (the POr may be invited);
 - CLOSED for (some or all) project partners and POr only;
 - OPEN to external participants- no “Non-disclosure Agreement” is required;
 - MANAGEMENT for Governing Bodies meetings
- Description: summary of the purpose of the meeting.

3.2. Formal Reviews with the EIC

Project reviews will be organised by POI. According with the Grant Agreement scheduling, EIC will organise at least one interim scientific review. The venue will be in Brussels and will normally take one or two days. The review meeting is attended by the PM and the WP leaders. The support of any other members of the partnership responsible for work-packages progresses will be welcome and encouraged.

The review may be carried out by the EIC services with the support of external experts appointed by EIC, previously accepted by Project Manager and by each partner, according to a specific approval procedure.

The partnership has the right to make (well-founded) objection to the proposed external reviewer, for instance because of possible confidentiality issue and/or presence of any conflict of interest.

The outcome of the review will be communicated in writing to the PM and the Partnership. This may include technical recommendations to be taken into account in the project's planning for the further work (improvement actions).

4. Reporting and Deliverables

4.1. Reports to the Commission

During the implementation of the project's activities, the Consortium through the Coordinator is required, to submit formal progress reports according to the deadline pointed out in the GA.

The required reports are the following:

- Periodic reports (due at the end of the 12th month- September 2023)
- Final reports (due at the end of the project, 36th month – September 2025)

5.1.1. Periodic Report

Periodic Reports are required and must be submitted at the end of each reporting period. The reporting procedure is supported by the Research & Innovation Participant Portal, the only tool to be used for this purpose. PM and the Project Office will ask to the Partners information and details to let them fulfil properly each sections and template available in the Research & Innovation Participant Portal for this purpose.

At the deadline of the reporting time, as pointed out in the Grant Agreement - GA, every Partner has 60 days to submit its Financial Statement to the Funding Authority and to provide technical information to the WP Leaders, and Project Manager. This deadline is reduced to 45 days to let the Project Manager and the Project Office to collect the relevant information to report in the Technical Report. Thanks to this reduction, the Consortium can satisfy the GA obligation to submit the whole documents on time (60 days).

Then the Funding Authority takes 90 days to perform the valuation of the submitted information (Technical and Financial) and to provide to the Consortium a follow-up report. In case of request of additional information addressed, the partners concerned has to provide a detailed explanation to the Project Manager and Project Officer. The Project Manager and Project Officer submit the required collected information to the Funding Authority. At the end of this process, the Funding Authority deliver the interim/final payments according to the provisions included in the G.A.

Briefly, the periodic report valuation, provided by the Funding Authority through the follow-up report, could:

- request additional information/justification about the submitted reports;
- approve the reports;
- suspend the time-limit requesting revision/completion;
- reject them giving justification, possible termination;
- suspend the payment

The Pm and the Project Office expect a very fast and reaction form the partner whose data reported in the Periodic Report requires implementation highlighted by the PO in his/her follow-up. This close collaboration let the procedure to quickly unlock the expected payment of the Reporting Period claimed contribution.

The Periodic Report includes the following parts:

- **Technical Report.** In this document several information related to the work performed during the project period must be reported according to the template provided by the Funding Authority. The collection of the information is up to the Project Manager supported by the WP Leaders. Each WP leader has in charge the collection and the elaboration/harmonization of the technical part concerned which will be then shared among the Partners and approved by the PM. The final preparation of the contents description and its submission is performed by the Project Manager supported by the Project Office. This part includes:

- (i) an explanation of the work carried out by the partners and an overview, including a publishable summary, of the progress of work towards the objectives of the project, achievements and attainment of any milestones and deliverables identified in the Grant Agreement;
- (ii) details about the exploitation and dissemination/communication of the results;
- (iii) explanations about any deviation between work expected to be carried out in accordance with the Project Plan -Grant Agreement and the incurred ones;
- (iv) explanation of the use of the resources and a gender declaration related to the team involved in the project by each Partner.

- **Financial Statements.** Every Partner has an individual responsibility to collect, claim and submit to the Funding Authority its own costs incurred during the project period and reported in the Financial Statement. The Project Office is the supporting body for these activities. The Project Office delivers to the Partners a scheme “H2STEEL- cost analysis 1RP-PARTNER NAME- draft” that could be used to analyse the incurred periodic costs. Every partner is free to adopt it or not. If not, the Partners are informed that the claimed costs have to be collect and analyse applying a uniform and trackable methodology. Thanks to this approach, the auditing procedure (internal and or external) are adequately supported. Every Partner whose total contribution originated by claimed costs are $\geq$ EUR 430 000.00 must provide an Audit Certificate - CFS (Performed by an independent Auditor chosen by the Partner concerned) as Attachment of the final Financial Statement. This CFS contains the certification about the whole project costs and must be delivered according to the template and procedure available in the GA.

The Partners have to perform the cost analysis due for each reporting period according to:

1. The Annotated Grant Agreement available at the following web site address:
http://ec.europa.eu/research/participants/data/ref/h2020/grants_manual/amga/h2020-amga_en.pdf
2. National Laws and Rules: each partner has to follow the usual administrative and legal practices as indicated in its National Laws and Rules
3. Internal Rules: each partner is invited to manage costs as they usually perform in its Accountancy System taking into account points 1)-2)

To better monitor the project execution versus intermediate achievements and the use of the resources, the Project Office proposes to the partnership interim check (each 6 months) through the fulfilment of an xls table - “H2STEEL Cost & PM monitoring_form_PARTNER NAME”-where to report the actual used resources & PMs

collected into semester and Reporting Period (specific guidelines will be provided). This interim exercise let the PM and the Project Office to highlight, on time, any deviation which could affect the planned project execution and its scope. In case of significant deviation, mitigation action will be applied involving the GA.

The Project Office is available to support the Partners for interim checks on their financial data to share and consolidate a common approach on this matter. This close and continuous link between Partners and the Project Office has the aim to enforce the management and financial capability of the Consortium as a whole.

In case of any doubt, the Project Office and the Project Manager involve the PO for an ex-ante shared decision, approval/suggestion, about the unexpected issues to be solved.

4.1.2. Final Report

In addition to the activities foreseen for the Periodic Report, the Project Manager supported by the Partners has to elaborate the Final Report and submit it to EIC within 60 days after the end of the project. Its structure is very similar to the Periodic Report but it cover the whole duration of the project. The report comprises:

- a final publishable summary report covering results, conclusions and socioeconomic impact of the project.
- a report covering the wider societal implications of the project, including gender equality actions, ethical issues, efforts to involve other actors and spread awareness as well as the plan for the use and dissemination of foreground.

In addition to the above reports the Project Manager and the Project Office have to deliver to the Funding Authority within 30 days after the receipt of the final payment a report on the distribution of the EIC financial contributions among beneficiaries executed during the project (pre-financing, interim payments; final payment. MIM included).

4.2. Deliverables and Milestones

The Project Manager and the Project Office must submit the 'deliverables' and 'milestones' identified in the Grant Agreement, in accordance with the timing and conditions set out in it. The Lead Partners in charge of the deliverables have to deliver to the Project Manager the document in final release. The Project Manager after an additional check goes forward in its submission. To let the Project Manager final revision on time, the Lead Partners in charge the deliverable has to send the final version to him 2 weeks before the deadline for the submission.

The deadline of the submission is the last day of the month during which the submission is foreseen.

The partners in charge have to inform promptly the Project Manager in case of delays or problems related to the preparation of 'deliverables' and 'milestones'.

In case of incurred deviation about the deliverables issues, the partner in charge has to specify:

- whether the deliverable/milestone date was met, or the expected delivery date if not ready (specifying the reasons in case of delay);
- any problems encountered and proposed solutions.

For each deliverable the partner in charge has to specify (in accordance with the Deliverables list included in the Annex I):

- the dissemination level of the deliverable:
 - PU = Public
 - SEN = Sensitive, only for members of the consortium (including the Commission Services).
- - the nature of the deliverable:
 - o R = Report
 - o DEM= Demonstrator

4.2.1. Deliverables Review

The WP Leader is responsible for defining timing and purpose of each deliverable according to the formal deadline reported in the Project Plan - Grant Agreement. The WP Leader will identify any actions necessary to allow the deliverable to be compliant with the expected quality and overtake the Deliverable internal Review.

After the approval, the Project Manager and the Project Office have in charge of uploading the final version of Deliverables in the relevant section of the Research & Innovation Participant Portal.

4.2.2. Language

The language in use among the Consortium is English. For Dissemination & Communication purpose, the CTA can require to the Partners to translate content already available in English into their own language.

4.2.3. Deliverables format

Each deliverable should have a similar format. Heading, fonts and structure are similar in order to present a professional and consistent image. The deliverables are split into sections, each section starting on a new page.

Each deliverable comprises 4 parts:

- Front Sheet (a template is available in Appendix 1);
- Change record tab to track any version incurred before the delivering of the document;
- Executive Summary (or statement of result): it contains an adequate description of the conclusions or results of the work but does not divulge confidential details (therefore it may be made public whatever the confidentiality level of the deliverable);
- Full description of deliverable content: this Part contains a full description of the results of the anticipated work and can be distributed to a reduced audience if so classified. An index (and in case a table of the abbreviations) should be included if necessary.

4.2.4. Red Flags

Each partner should list any items of concern which arose during the reporting period. If the partner cannot propose any solutions to the problems encountered, he has to ask for assistance from the other partners, the WP Leader or the Coordinator, if necessary.

4.3. Knowledge management and public results in the project

For the project requirements in the WPs, data will be collected from partners ensuring the respect of confidentiality as stated in the Consortium Agreement.

All data generated will be protected according to European Data Protection Act. Scientific results will be made publicly available through gold open access for publications. Notification of conference abstracts, publications and non-published presentation related to the project shall be given to the Coordinator before submission or presentation. Members must refer to the Consortium Agreement for the rules in publishing and presenting results.

All the publishable material (Communication & Dissemination materials, Deliverables) produced during the project execution, must report the following information:

- European flag
- Disclaimer & Acknowledgment: Report/Deliverable/Publication/... (choose the proper definition linked to the produced material) funded by the European Union - European Innovation Council - H2STEEL project - Grant Agreement nr.101070741 Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or the European Innovation Council. Neither the European Union nor the granting authority can be held responsible for them"

The project pilot, once finalised, has to report the LOGO of H2STEEL Project , the European Flag and the following acknowledgment:

- "Pilot funded by the European Union - European Innovation Council - H2STEEL project - Grant Agreement nr.101070741

The costs incurred for the production of these project publishable material and results are eligible only if they contain these information.

5. Modifications procedures

5.1. Amendments to the Grant Agreement

Any request of modification to the Project Plan - Grant Agreement shall be formulated in a written proposal of amendment to be submitted to the Project Office and Project Manager. In case such change requires a formal amendment to the Grant Agreement, the approval of the General Assembly will be required before the Project Manager, on behalf of the Consortium send to EIC a formal request for amendment through the Research & Innovation Participant Portal. The amendment is valid only if accepted by all Project Partners (General Assembly)

5.2. Amendments to Consortium Agreement

Any request of modification to the Consortium Agreement has to be formulated in a written proposal of amendment to be submitted to the Project Office. The Project Office will circulate an Addendum to the Consortium Agreement where the required change is clearly pointed out. At this stage the Project Office requires a formal approval of it to the General Assembly Members by e-mail only: they will provide to the Project Office their formal approval on behalf of the PLSIGN concerned. As general rule, each proposed change are accepted if not conflicting with another proposed change, and if it is accepted by all Partners. The amendment is valid only if accepted by all Project Partners.

5.3. Budget/Effort modifications

Modifications to the partners' budget/effort allocation may be decided by the GA. Such modification mustn't affect the scope of the project. Proposals for changing the actual WP budget/effort allocation can be submitted to the Project Manager and Project Office. In case of general agreement shared among Members – General Assembly- about the proposed modifications, the Project Manager-Project Office send the formal notification to EIC and could open an amendment session if required.

5.4. Modification to the Project Management Handbook

Any request of modification to this Handbook has to be formulated in a written proposal of amendment to be submitted to the Project Office. The Project Office evaluates its admissibility and consults the Project Manager and the General Assembly. In case of agreement with the proposed modification, the Handbook is amended accordingly. The amendment will be sent to all partners, enclosed to a written note of the Project Manager, stating the date of taking effect of the amendment.

If minor procedural modifications are necessary to increase the effectiveness of the management, the Project Office may prepare a procedural note to be sent to all partners describing the new methodology proposed. If within one week nobody has objected in writing, the new procedure is considered as accepted and an uploaded version of the Hand Book takes place of the previous one.

6. Budget

The 'maximum grant amount' is EUR 2,368,910.00 (two million three hundred and sixty-eight thousand nine hundred and ten EURO/00). It will be distributed according to the Grant Agreement and specifications included in the Consortium Agreement.

Please note that the EC contribution to be received as pre-financing instalment will be reduced accordingly with the MIM –Mutual Insurance Mechanism. .

The EIC shall make the following payments:

- Pre-financing minus the Mutual Insurance Mechanism (5% of the total grant);
- the total net amount to be transferred to the partners as pre-financing;
- Interim payments corresponding to the amount accepted for the reporting period;
- Final payment corresponding to the amount accepted for the last reporting period plus any adjustment needed and the MIM- Mutual Insurance Mechanism.

7. Risk assessment

Along with well-defined measurable milestones, the use of good planning and monitoring techniques in the framework of the project will allow to control risks and to detect early potential risks. The risk management will cover:

- technical risks: identifying the barriers to overcome in order to meet the Work Package objectives;
- time risks: such as changes or delays in producing the expected deliverables;
- competence risks: identifying the required personnel to perform the tasks, the possible competence conflicts within each organisation and proposing solutions to meet deadlines;
- budget risks: possible cost overruns due to project changes, making sure that the partners agree on the new budget figures to meet the effectiveness constraints.

The following steps will be taken to support the risk control:

- identification/definition of interfaces and responsibilities;
- partitioning of the project into phases with review in between; this allows a step-by-step development process with different solutions studied in parallel;
- management information and documentation will ensure consistency of the project activities.

The control on the project progress will be carried out by the Coordinator POLITO. The Project Office, in collaboration of the PM, maintains a risk management updated along the project's execution, highlighting critical tasks and indicating responsibilities and resources (biannual check). This report will indicate variations from plan and implications in terms of cost, timing and deliverable content. It will be the basis for decisions of the General Assembly about changes in budget allocation or tasks of the Partners, in order to ensure the successful implementation of the project activities.

7.1. Risks related to the composition of the Consortium

Considering the issues related to possible competition between the partners of the Consortium, appropriate policies for IPR management are part of the Consortium Agreement. These policies have to be signed before the project actually starts. IPR management issues will continuously be on the project agenda, according to the procedures planned in WP6.

7.2. Risk related to the technical development

Concerning the risks related to the scientific development of the project, the main risks are linked to the development of the pilot activities. The risks have been clearly identified, together with and appropriate mitigation measure.

Table 2. Risks table

Critical risks & risk management strategy			
Grant Preparation (Critical Risks screen) — Enter the info.			
Risk number	Description	Work Package No(s)	Proposed Mitigation Measures
1	Staff sickness, holidays and unforeseen leave. Level of Likelihood Level of Severity Low Low	WP5, WP7, WP6, WP4, WP1, WP2, WP3	All the partners of the proposal have high staff retention rates and anticipate leave requests which allow us to ensure that conflicts with project requirements are managed. As part of POLITO Management System, key management information and administrative details are documented in centralized databases accessible to involved staff. This means that the project team members can keep up to date with project progress, meeting notes, and any discussions on key issues. This will be made available to other partners as required. This system is augmented by regular progress meetings involving all project team members. In the event of losing a senior member of the team we will identify a suitable substitution at the same level of seniority.
2	Deliverables fail to meet client expectations. Level of Likelihood Level of Severity Low Medium	WP5, WP7, WP6, WP4, WP1, WP2, WP3	To ensure deliverables meet client objectives, several review points have been scheduled during project execution.
3	Failure of the collaborative working relationship. Level of Likelihood Level of Severity Low Low	WP5, WP7, WP6, WP4, WP1, WP2, WP3	The partners have strong commitments toward the topics of the project, and already established a good collaboration. All the involved members have a large experience in working under a consortium scheme in the past. We do not therefore anticipate any problems in cooperation. In addition, the working collaboration among all the members will be closely monitored by the project manager (PM) and proper procedures will be adopted by the management of the project in order to minimize and alleviate potential frictions.
4	Raw biochar-based catalyst shows low catalytic efficiency (<50%). Level of Likelihood Level of Severity Low High	WP5, WP7, WP6, WP4, WP1, WP2, WP3	Dedicated WP (WP2) to catalyst optimization and adaptation process
5	POC shows BioCH ₄ conversion efficiency lower than lab scale trials. Level of Likelihood Level of Severity Medium Medium	WP5, WP6, WP4, WP3	POC is designed to optimize heat transfer and reduce catalyst retention time (55% conversion is expected)
6	Biochar upgrading process requires expensive reagents. Level of Likelihood Level of Severity Medium Low	WP4, WP1, WP2	Reagents will be selected to ensure that reaction products have high market value (HNO ₃)
7	None of biocoal samples obtained after catalytic cracking is compliant with steel sector requirements. Level of Likelihood Level of Severity Low High	WP5, WP6, WP4	Biochar leaching activity, and selection of more biochar-based catalyst will be reducing this risk
8	Environmental balance results to be not sustainable. Level of Likelihood Level of Severity Low High	WP5, WP6, WP4	The starting material (biomethane, biowaste) will be selected after assessing the sustainability of the supply chain
9	Major disrupting event such as pandemic, natural disasters, terrorism, etc. Level of Likelihood Level of Severity Low High	WP5, WP7, WP6, WP4, WP1, WP2, WP3	All meetings may be held via Web conference if required. Testing of hardware may be overseen via permanent webcam by the respective supplier/operator if personal presence is impractical.

8. Templates

Appendix 1 – Deliverable template

Appendix 2 – Presentation template

Appendix 3 – Minutes of the Meeting template

Appendix I – Project Deliverable Template



Green H2 and circular bio-coal from biowaste for cost-competitive sustainable Steel – G.A. nr 101070741

D. x.x Name of the deliverable





DELIVERABLE DETAILS

Document Number:	DX.X
Document Title:	
WP & Task:	WPX - TX.X
Dissemination level	PU – Public, fully open, SEN – Sensitive, limited under the conditions of the Grant Agreement
Type of Deliverable	Report this information according to table "LIST OF DELIVERABLES" pag 86/148 of the G.A
Due Date & Reporting period	M... : RP1/RP2
Date of submission	M...; date
Author:	Name (PARTY acronym) x es: D. Chiaramonti (POLITO), in bold in case of Lead Beneficiary;

ABSTRACT

KEY WORDS

HISTORY OF CHANGES

Version	Date of Modification	Reason of Change

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Appendix II – Project Presentation Template

GREEN H2 AND CIRCULAR BIO-COAL FROM BIOWASTE FOR COST-COMPETITIVE SUSTAINABLE STEEL





Funded by the
European Union

WPTITLE

H2STEEL-101070741

20/12/2022

1

WP TITLE

■ Lettering: Arial Nova Cond





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H2STEEL-101070741

20/12/2022

2

Appendix III – Minutes of the Meeting template

Minutes of Meeting

H2Steel

Meeting Title:	Kick-Off and General Assembly	Meeting Date/Time:	03/10/2022 – 14:30-18:00 04/10/2022 – 09:00-13:00
Meeting Type:	-	Meeting Location:	Polytechnic of Turin
Meeting Coordinator:	David Chiamonti	Issue Date:	XX-10-2022

Attendee Name	Initials	Present	Organisation
David Chiamonti	DC	☒	POLITO
...	..	☒ (on-line)	ICL

Meeting Agenda

DAY 1

- Welcome and introduction – *tour de table* (DC)
-

Meeting Summary – Day 1

Welcome and introduction – round of table (DC)

DC welcomed the partners, and each person introduces her/himself and her/his organisation.

Decisions taken

Decision Id	Description	Date of Decision Taken	Decision Owner
D001	DC, CS, MP always in copy of relevant emails	-	DC
D002	...		

Actions / ToDo Items

Action Id	Creation Date	Description	Status	Target Resolution Date	Owner
A001	-	All partners must	<i>OnGoing</i>	Before the final approval of this MoM	All partners
A002					

Next meetings

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Related Documents

Related Documents	Location
Names and mailing-list of General Assembly members and constitution of work packages.	
CA	