

Bio RECAST



D6.1: Preliminary Project Management Plan

January 2024, M3



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EXECUTIVE SUMMARY

The aim of the BioRECAST D6.1 “Preliminary Project Management Plan” is the production of a report describing 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.

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1. Project Organisation and Management Structure

This deliverable reports the main organisational structure of the project, along with any additional relevant information related to the project coordination.

1.1. Management and government structure

The management approach applied in the BioRECAST 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.

The main roles of these three bodies are discussed below.

1.2. General Assembly

The General Assembly is the sole decision-making body of the project. It is made up of one representative per partner, elected at the start of the project. The General Assembly must have the power to make decisions, on behalf of the partner it represents.

Although the General Assembly is the decision-making body, the signature of the legal representatives of the parties is necessary to modify/formalize any possible modification and/or implementation of the Grant Agreement & Consortium Agreement. The General Assembly will meet at least every six months. Extraordinary meetings may be called at the request of any member. During the KOM, the coordinator proposed that these meetings could take place virtually. The members of the General Assembly were nominated by each partner. The Politecnico di Torino – Department of Energy has the role of Coordinator of the project and has the overall leadership of the project.

Representatives will have the authority to make decisions on behalf of their organization in terms of the overall strategy and resources allocated to the project. The Project Manager will chair the General Assembly. The AG is responsible for the overall direction of the project and has final decision-making authority. The General Assembly will meet at least once a year (remotely or in person) and more often at the request of the administrative and scientific management. Each representative will be entitled to one vote and may appoint an alternate who will attend and vote at any meeting of the General Assembly.

The voting procedure, as well as the responsibilities and the procedure for convening the General Assembly are defined in the Consortium Agreement, which was 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;

- coordinating the interaction and collaboration across activities and WPs;
- deciding upon major changes in WPs;
- deciding on major issues 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.

1.3. 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 re-structuring 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.

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

Prof. Chiaramonti has several previous experiences in large EU, national and regional research projects focused on thermochemical processes and technologies applied in the energy sector, and currently is coordination an EIC project dedicated to the decarbonization of steel sector called H2STEEL.

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:

- supervision of the overall financial, contractual and administrative aspects of the project and creation of useful tools for the project management (management handbook, Consortium Agreement, templates for reporting and monitoring; payments);
- guarantee for the fulfilment of the GA terms, in particular with reference to the financial issues;
- organization of the project meetings (preparation, agenda, attendance sheet, support during the meetings, circulation of minutes, presentations and proceedings);
- maintenance of the Consortium Agreement;
- support to partners on the use of the Portal Periodic Reporting tool – different steps as required during the PMP;
- preparation and support for biannual internal monitoring report. All the information provided by the Partners for this porpoise will be used within the Partnership and just with the aim to monitor the project activities implementation and the use of the resources;
-
- support to the partners during the preparation of the financial reports (interim and final) according to the Grand Agreement previsions and the explications reported in the Annotated Model Grant Agreement https://ec.europa.eu/info/funding-tenders/opportunities/docs/2021-2027/common/guidance/aga_en.pdf;
-
- 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: Angela Savia Spiteri (angela.spiteri@polito.it/ +39 0110904429) as main contact for the project; Massimiliano Rapetti (massimiliano.rapetti@polito.it /+390110904527) as representative of the Project Office.

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 allocated resources;
- 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 2. Work Package Leaders

WP	Title	WP Leader
1	Biocoal production by slow pyrolysis of biowaste streams	RE-CORD
2	Application of pyrolysis products in EAF Process	CSM SPA
3	Design of a pyro-EAF Plant	POLITO
4	Social, economic and environmental assessment of Pyro-EAF concept integration in Steel-making	POLIMI
5	Dissemination & Exploitation	WIP
6	Coordination and management	POLITO

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. Dissemination Manager (DM)

In addition to the responsibility reported in Article 17 and Annex 5 of the grant agreement, the Dissemination Manager (DM) is responsible for the daily activities dedicated to communicating and disseminating the results, data and information of the project according to the Dissemination Plan. WIP is responsible for the management of dissemination activities, supported by the Polytechnic of Turin especially with regard to the application of confidentiality constraints to prevent any violations related to this matter. Each partner nominates a member of the dissemination team that corresponds to WP5.

The DM encourages you to take part in every dissemination and communication activity (planning and execution). Each partner is supported by the subcontractor, collectively and individually as necessary.

2. Communication procedure

2.1. Communication flow

The communication will be managed according to the flow shown below. The WP leader/dissemination team (WIP) 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.

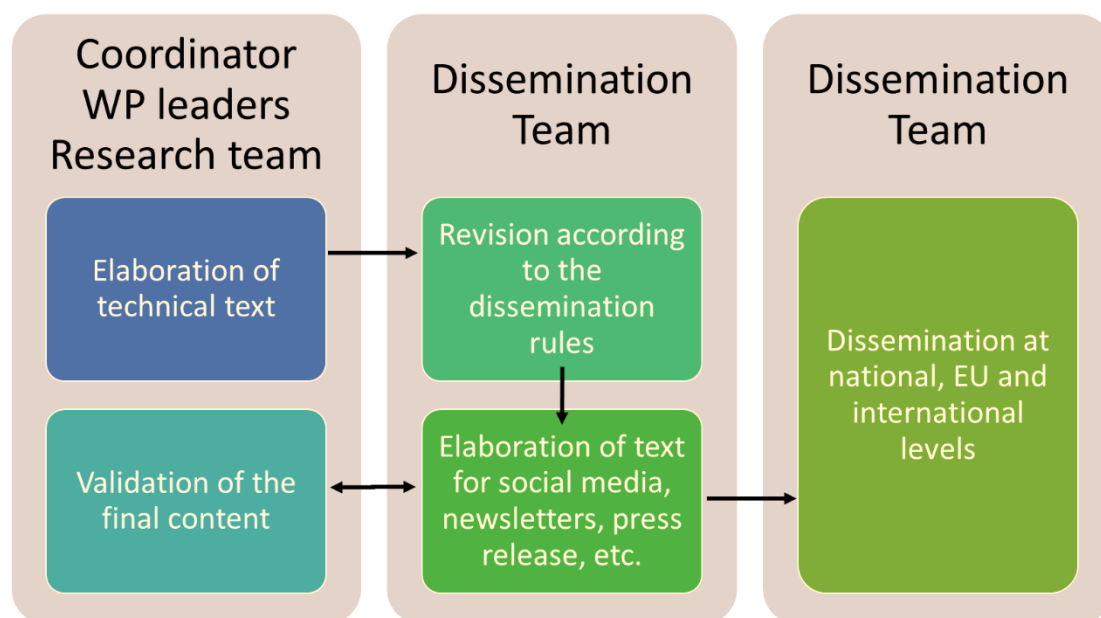


Figure 1. Communication structure

2.2. Means of communication

The main means of communication between project partners is email and virtual meetings. Partners will need to use the BioRECAST mailing list and interpersonal emails. Information may be exchanged within the Project in any appropriate way depending on the type of information and availability times required. Virtual and telephone calls are generally used to discuss practical details (such as in organizing meetings and workshops) or in cases 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 – REA -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 – REA.

Communication relating to technical activities must be addressed to the relevant WP Leader. For questions and problems that cannot be resolved within the WP, the WP Leader must inform the PM immediately. If no solutions are recovered, the AG is involved to report any solutions/improvements according to the Project Plan. In case of substantial deviations, the Project Manager supported by the Project Office contacts the Financing Body - REA without undue delay.

The WIP partner supports the PM and Project Office in ensuring effective communication between partners. WIP leads the communications team, made up of a representative for each partner involved in the project.

As regards communication to the public, the WIP partner will guarantee a constant flow of information, so as to allow a natural growth of the project's audience. Communication must be frequent, but with informative content, to involve the general public without disclosing sensitive information. All information relating to the new person contacted collected during the dissemination and communication activity carried out in the interest of the entire Partnership belongs to the Partnership. The WP5 Leader will update the General Assembly on this topic as well. Public deliverables will be shared on the website, only after the formal approval of partners.

As regards the media to be used:

- Project website.
- WIP will design posters, brochures, and infographics at disposal of each partner.
- WIP 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.

2.3. Project Website

The official BIORECAST website is currently under development. The web address is: www.biorecast.eu.

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

The website will include a “storytelling” section on the status of the project. All communication channels (e.g. social media) will share the contents of the website so that all visitors are redirected to the website. The redirection to the website strengthens the visibility of the Project contents and requires the collection of data to be reported in the Periodic/Deliverable Reports dedicated to the Dissemination and Communication activity.

These sections contain public information, descriptions and news and are updated by the Project Manager (POLITO) supported by the Dissemination Manager with the fruitful contribution of the partners. Each member of the partner is responsible for updating and sending to WIP only editable information, i.e. without potentially confidential information.

To ensure user-friendly use of the website, it is partly possible to update its configuration during the ongoing project to meet user needs and available online tools.

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

In the event that, as a general rule adopted, any information/data shared within the reserved area must be treated as confidential and its use is limited to the Partnership.

2.4. Confidentiality

All relevant confidentiality provisions are included in the relevant section of the Consortium Agreement and Grant Agreement. As a general rule, the written information/data provided by the partner during the carrying out of the project activities is to be considered confidential if this definition is clearly written in the content of the information/data delivered and/or is shared in the "reserved area" of the website. With respect to images, once a partner delivers images for dissemination and communication purposes to the dissemination team, such images shall be considered "non-confidential". The only photos considered confidential must have the word "confidential" in the water.

Every year the consortium will have to upload the data (and each data can be marked as confidential or public). This action complies with the specific obligations of the grant agreement (products and reports).

The issue of confidentiality is clearly described in the "Results and access rights" section reported in sections 8 and 9 of the Consortium Agreement.

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

The logo of the BioRECAST project has been developed by the WP5 leader with feedback 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. BIORECAST Logo

2.6. Emergency Procedure

Any event that may 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 to resolve the problem, but if this is not achievable through ordinary management decisions and/or improvement actions, the Project Manager calls an extraordinary General Assembly to make decisions in this regard.

Any issue that jeopardizes the success of the Project must be reported to the project manager as a Red Flag by the Project Manager.

2.7 Meetings

2.7.1 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 meetings, it is mandatory to finalise the Attendance sheet 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. 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 WIP.

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 sent 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.

2.8 Formal Reviews with the REA

Project reviews will be organized by the POr. According to the planning of the grant agreement, REA can carry out checks on the correct implementation of the action and compliance with the obligations set out in the grant agreement. The Prime Minister and WP leaders attend the review meeting. Support from any other members of the partnership responsible for progressing the work packages will be welcomed and encouraged.

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

The partnership has the right to raise (well-founded) objections to the proposed external auditor, for example due to possible confidentiality issues and/or presence of conflicts of interest.

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

3. Reporting and Deliverables

3.1. 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 21st month- July 2025)
- Final reports (due at the end of the project, 42nd month – April 2027)

3.1.1. Periodic Report

The consortium partners have the obligation to submit periodic reports at the end of each reporting period, through the Portal Periodic Reporting tool, the only tool that can be used for this purpose. To facilitate project partners, before the end of each reporting period, the PM and the Project Office will ask them to report the resources consumed for the concerned reporting period and it will share templates to be used within deadlines for the different steps to be carried out.

Upon expiry of the reporting period, as indicated in the Grant Agreement - GA, each Partner has 60 days to submit and sign its Financial Statement to the Financing Authority, directly in the Portal Periodic Reporting tool, and to provide technical information to the WP Leaders and the Project Manager. Beneficiaries will have to submit also the financial statements of their affiliated entities.

Subsequently, the Financing Authority takes 90 days to carry out the evaluation of the information presented (technical and financial) and to provide the Consortium with a follow-up report. If additional information is requested, interested partners must provide a detailed explanation to the Project Manager and Project Officer. The Project Manager and Project Officer send the requested collected information to the funding authority. At the end of this process, the Financing Authority provides the intermediate/final payments according to the provisions contained 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 do expect a rapid reaction from the partner whose data reported in the Periodic Report need to be clarified as highlighted by the PO in his/her follow-up.

The Periodic Report includes the following parts:

- **Technical Report.** This document must contain various information relating to the work carried out during the project period according to the model provided by the Financing Authority. The collection of information is the responsibility of the Project Manager supported by the WP Leaders. Each WP leader has the responsibility for the collection and processing/harmonization of the technical part involved which will then be shared among the Partners and approved by the PM. The final preparation of the content description and its presentation 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.** Each 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 "BIORECAST- 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 collected and analysed applying a uniform and trackable methodology. Thanks to this approach, the auditing procedure (internal and or external) are adequately supported.

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) of this list.

To have a greater supervision on the activities' implementation and on the use of the resources, the Project Office proposes to the partnership interim checks (each 6 months) by drafting an .xls table - "BIORECAST 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 collaboration 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.

3.1.2. 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 the Granting Authority within 60 days after the end of the project. Its structure is very similar to the Periodic Report but it covers 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.

Moreover, a 'final periodic report' has to be submitted. It has to contain a 'final summary financial statement', consolidating the individual financial statements for all reporting periods and including the request for payment of the balance.

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 REA financial contributions among beneficiaries executed during the project (pre-financing, interim payments; final payment.).

3.2. 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 must 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:
 - R = Report
 - DEM= Demonstrator

3.2.1. 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 are in charge of uploading the final version of Deliverables in the relevant section of the Research & Innovation Participant Portal.

3.2.2. Deliverables format

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

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.

3.2.3. 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.

3.3. Knowledge management and public results in the project

For the project requirements in the WPs, the data will be collected by the partners ensuring compliance with confidentiality as indicated in the consortium agreement.

All data generated will be protected according to European data protection law. Scientific results will be made public through gold open access for publications. Notification of conference abstracts, publications and unpublished presentations relating to the project must be given to the Coordinator prior to presentation or presentation. Members should refer to the Consortium Agreement for rules for publication and presentation of 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 - BIORECAST 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 BIORECAST Project, the European Flag and the following acknowledgment:

- "Project funded by the European Union - European Innovation Council - BIORECAST project - Grant Agreement nr. 101112601

The costs incurred to produce these project publishable material and results are eligible only if they contain this information.

4. Modifications procedures

4.1. Amendments to the Grant Agreement

Any request of modification to the Project Plan - Grant Agreement shall be drafted in a written proposal of amendment and it has 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. The coordinator submits and receives requests for amendment on behalf of the beneficiaries and the amendment is valid only if accepted by all Project Partners (General Assembly)

4.2. 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.

4.3. Budget/Effort modifications

Modifications to the partners' budget/effort allocation may be decided by the GA. Such modification does not have to affect the aim 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 REA and could open an amendment session if required.

4.4. Modification to the Project Management Handbook

Any request for modification to this Manual must be formulated in a written modification proposal to be submitted to the Project Office. The Project Office evaluates its admissibility and consults the Project Manager and the General Assembly. If you agree with the proposed change, the Manual is modified accordingly. The modification will be sent to all partners, attached to a written note from the Project Manager, indicating the date of entry into force of the modification.

If small procedural changes are necessary to increase management effectiveness, the Project Office can prepare a procedural note to be sent to all partners describing the new proposed methodology. If no one objects in writing within a week, the new procedure is considered accepted, and a version of the Manual is uploaded to the previous one.

5. Budget

The 'maximum grant amount' is EUR 1.417.687,17 (one million four hundred and seventeen thousand six hundred and eighty-seven euro, and seventeen cents, EURO/00). It will be distributed according to the Grant Agreement and specifications included in the Consortium Agreement.

The REA shall make the following payments:

- Pre-financing ;
- ;
- Interim payment corresponding to the amount accepted for the reporting period, not exceeding the 90% of the maximum grant amount;
- Final payment corresponding to the amount accepted for the last reporting period plus any adjustment needed.

6. 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.

6.1. 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.

6.2. 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 3. 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	Biomass availability	WP2, WP1	Biochar values chain for steel production is not yet assessed. In general, due to the application as steel carburising agent, low grade biomass are preferable, to keep the total cost of biochar as low as possible. In any case consortium partners already carried out studies and collection of information about biomass availability at European level. As results of these studies in general there enough residual biomass for the the purposes of EAF steel production, at EU level.
2	Quality of produced biochar	WP2, WP1	The already carried out projects individuate the relevant parameters influencing the performance of the material in EAF process. The scope of this projects is to achieve an improved tuning of pyrolysis process to obtain a material which can replace fossil coal
3	Suitability of syngas burner with EAF process	WP3	The syngas is a mixture of gas and condensable matter. This requires a tailored burner, able to work efficiently in the EAF system. The presence into the consortium of Engineering company, with proven experience in the design of burners and injection system, supported by RTO and steel factory will permit to design a suitable device
4	Cost of produced biochar	WP4, WP3	The utilization of low grade biomass and in parallel the utilization of waste heat to sustain the pyrolysis process will contribute o obtain a product with competitive cost respect fossil coal. Moreover, biochar is not subjected to price volatility as raw materials and permit to reduce the cost of CO2 emissions.
5	Integration of pyrolysis plant into steel factory	WP4	The pyrolysis process is a thermal process occurring at about 500°C. EAF offgases have a significant heat content which can be valorised for biomass treatment. The main difficulties are in a proper design of the heat recuperator and also the logistic constrain into the steel factory the presence into the project consortium of Universities, steel companies and engineering companies will permit to individuate the best solutions

7. Templates

Appendix 1 – Deliverable template

Appendix 2 – Presentation template

Appendix I – Project Deliverable Template

<Title of the document>

<Month and Year>

<Author(s)>

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Table 1: Document information

Document Information	
Project name:	
Full title:	
Grant agreement number:	
Deliverable number, name:	
Lead beneficiary:	
Type:	
Delivery date:	
Dissemination level:	
Main author:	

Table 2: Document history

Version	Date	Changes	Reviewer/ contributor
V1 – first draft	11.12.2023	Document creation	Duygu Celik/WIP
V1 – reviews	XXXXXXXX		Company acronym
V1 – consolidated version	XXXXXXXX		Company acronym
2nd review	XXXXXXXX		Company acronym
V2 – second draft	XXXXXXXX		Company acronym
3rd review	XXXXXXXX		Company acronym
Final version	XXXXXXXX		Company acronym
Final deliverable submission	XXXXXXXX		Company acronym

Appendix II – Project Presentation Template





Title


Subtitle

Date


Location

Partner

logo



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Title

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24.01.2024

