

# Project Management Handbook



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## Deliverable 1.1

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# TechUPGRADE

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**HORIZON-CL5-2022-D4-01**

**Thermochemical Heat Recovery and Upgrade for Industrial Processes**

*Grant Agreement no.: 101103966*

*Start date of project: 1 May 2023 - Duration: 48 months*

**DELIVERABLE FACTSHEET**

Deliverable D1.1	
<b>Nature of the Deliverable:</b>	R – Document, report
<b>Due date of the Deliverable:</b>	M3 – 31/07-2023
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Dissemination level	
<b>X</b>	PU = Public
	PP = Restricted to other programme participants (including the EC)
	RE = Restricted to a group of the consortium (including the EC)
	CO = Confidential, only members of the consortium (including the EC)

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## 1 Public Summary

This is the project management handbook. This is to guide the team in the performance of its duties, which are the design, construction, and completion of a project to the required specifications within the approved parameters of the contract budget and the schedule.

## 2 Coordination

**Project and Consortium management leader: DTU; Participants: All.**

### 2.1 Description of the coordinator's role

Communication and coordination of consortium:

- Kick off meeting: Executive Board (EB) is formed with all WP leaders. EB is initial contact point for Project Coordinator (PC)
- The PC will ensure a good communication flow and guarantee that the project will meet all objectives on time, without budget deviations, and with high-quality results.
- Smooth and timely implementation of the tasks and decision-making as agreed in the work plan and CA (which will be according to DESCA) will be ensured here.
- The PC shall facilitate the information flows and optimal coordination and collaboration among all partners and implement the planned strategy for the dissemination of activities and results whilst reassuring that deliverables and milestones are of the expected quality and are completed on time.
- The PC will ensure that administrative, financial, IPR, and legal issues and compliance with EU priorities are fulfilled and address gender-related issues.

Administrative Management:

- The PC, assisted by all the partners, will manage the EC contribution and distribute funds among partners according to the rules established in the GA and the CA. The PC will collect financial statements and relevant certificates (if necessary) and submit them to the EC together with project reports.
- The financial and administrative management will cover the following specific activities: (1) day-by-day administrative issues; (2) monitoring of the project costs to predict, oversee and control the overall costs incurred by the consortium; (3) the EC payments, as described in the GA and CA; (4) assistance to individual partners on specific administrative issues; (5) periodic financial reports.

Communication with the European Commission:

- Communication and exchange with the EC will be guaranteed by the PC (as the single interface between the consortium and the EC). They will act on behalf of and in agreement with the members of the consortium and will report to the EB and the Partner Assembly (PA) any request by the EC, and vice versa. Moreover, they will inform and dialogue with the EC about any opportunity, risk, and problem which may arise internally and during the project implementation.

## 2.2 Coordination workflow and execution

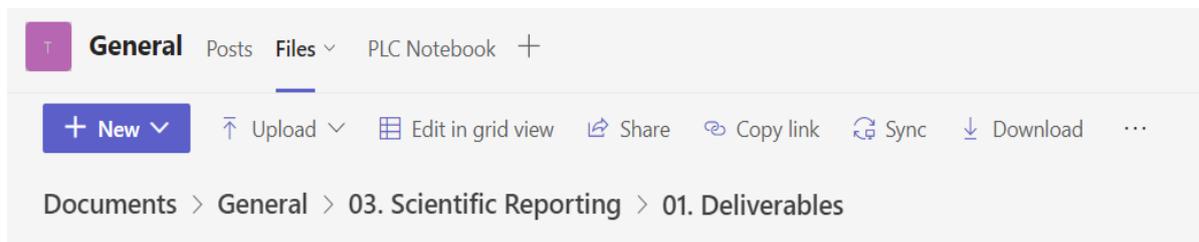
- PC creates a contact sheet with all participants in project and creates email lists
- PC creates a Teams group for file sharing and storing during project lifetime
- PC will send timely reminders of deliverables due in the EU portal to WP leaders
- PC will communicate with partners about payment within the timeframe

## 2.3 Communication flow in the consortium

- The PC communicates with the EC through the EU portal. Any queries from consortium participants to the EC must go through the PC.
- Participants must first raise potential issues or questions with their WP leader, who will take the issue to the PC.

## 3 Deliverables

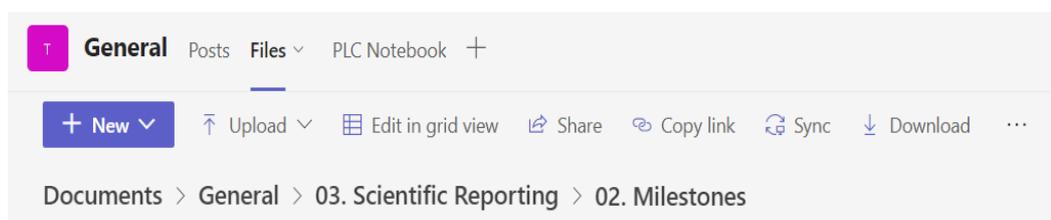
- All deliverables must be completed in the Deliverables Template found in the Teams group under 'Templates'.
- Once a deliverable is completed and the template is filled in, upload the file to the Teams group folder:



- Name the deliverable: "TechUPGRADE DX.X title of the deliverable".
- Let the PC know that the deliverable is ready for upload on the EU portal.
- The PC will review the deliverable and upload it to the EU portal.

## 4 Milestones

- All milestones must be completed in the Milestones Template found in the Teams group under 'Templates'.
- Once a milestone is completed and the template is filled in, upload the file to the Teams group folder:



- Name the milestone: "TechUPGRADE MX title of milestone"

- Let the PC know that the milestone template is filled in and the milestone ready to be registered in the EU-portal
- The PC will review the milestone and register the milestone as complete on the EU-portal

## 5 Meetings

- The PC, working closely with the WP leaders, will coordinate the technical activities and periodic reporting.
- The PC will organize, implement, and follow up a kick-off meeting and periodic meetings on a 6-month basis to address the technical challenges and ensure proper communication with the relevant partners of the project.
- The time and place for each next 6-month meeting will be decided in the previous meeting.
- The PC will in collaboration with WP leaders make a meeting plan for WP meetings.
- At each meeting, minutes must be taken and uploaded to the Teams folder using the Minutes template.

## 6 Periodic reporting

- The PC, in cooperation with the EB, will monitor and follow up on the activities foreseen in the work plan and discussed in the periodic meetings. The progress and results achieved by the project will be reported to the PA in the activity periodic reports that will be drafted under the supervision of the PC and WP leaders on a 6-month basis. If necessary, corrective actions will be considered and the former plan will partly be revised accordingly.
- Periodic and final reports will be prepared to be submitted to the EC at the end of each reporting period (months 12, 24, 36, and 48). The periodic reports will provide an overview of i) the research and technical activities and their results; ii) management activities; and iii) deviation from the work plan if any. The task also includes internal workshops for knowledge transfer in the innovation process between the partners to 1) share existing experience at starting point to gain a common ground, 2) to get relevant inputs for the innovation process also from relevant invited speakers, and 3) to share the result and gain ownership from the activities among and between partners.
- The PC will be responsible for producing the reports with input from WP leaders, and upload to the EU portal.

## 7 Quality and Risk Management

### 7.1 Quality Management:

- All the partners will be responsible for the overall quality assurance of TechUPGRADE.
- The quality of the project activities will be monitored by Task leaders, WP leaders, and the PC.
  - The project coordinator will establish an internal evaluation procedure to ensure the quality assurance of deliverables. This procedure will involve periodic reviews of the

deliverables by a reviewing committee (consisting of the WP leaders of the project), which will be formulated at the beginning of the project. The reviewing committee will be responsible for assessing the deliverables based on predetermined criteria, providing feedback, and making recommendations for improvements to ensure the overall quality of the project outcomes.

- Each deliverable is assigned to a partner to prepare as the lead participant (already indicated in the GA), but to achieve high-quality results, several levels of internal review will be undertaken by the reviewing committee for each deliverable. Further to ensure the deliverables are submitted on time, a monthly progress meeting will be conducted to ensure adequate time for reviewing.

## 7.2 Risk Management:

- The PC and WP leaders will be responsible for risk management process, assuring the monitoring and control of all risks. The following will be considered as tools and techniques for risk identification: i) analysis of deliverable status; ii) analysis of WPs schedules, scopes, and activity progress; and iii) regular communication of the PC with WP leaders.
- The identified risks will be noted by the PC. The risk management register will be quarterly updated.

## 8 Data Management and IPR

- A DMP will be delivered (in a preliminary form) in the 6th month, following the Horizon Europe Guidelines. This plan will serve as a blueprint for guiding all the partners in sound data management procedures and will outline which data will be generated by the project; data standards and quality assurance measures; how data will be exploited and shared; copyright and IPR of data; data storage and back-up measures; data management roles and responsibilities.
- The DMP will be co-developed by the PC, UT, and IED with the support of the WP leaders, followed by a contribution of all partners.
- All partners will be involved in the update of the preliminary DMP throughout the project and draft the final DMP in the 48th month, also including guidelines for database open access.
- The PC along with the partners will also identify and list in the CA the Pre-Existing Know-How over which they may grant access rights for the project.
- The PC with the involvement of all partners will manage the IPR according to the GA and CA guidelines. This also includes ownership, protection, and access to key knowledge and data.

## 9 Bibliography

TechUPGRADE Grant Agreement - GAP-101103966



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