Deliverable 1.1

Project Management Handbook

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2	**29/02/2024**		**Final document**

Project Executive Summary

The main aim of ZEAS project is to contribute to accelerating the shift to safe use of sustainable climate neutral fuels in waterborne transport through a full scale on board operational demonstration of a new system powered by hydrogen fuel cells with maritime applications.

An international consortium of top-notch entities covering the whole innovation value chain will develop, validate, and demonstrate a new zero emission passenger ship powered by hydrogen and the associated hydrogen distribution, storage and bunkering solution.

The ship will be specifically designed to operate in the Adriatic Sea, which is known for its pristine environment and sensitive marine ecosystems. Commissioning and validation in the operational environment through sea trials will be performed to ensure compliance with certification authorities. Emissions assessment, environmental performance studies, risk and safety assessments will be performed on the new system. Advanced digital technologies, including digital twin for monitoring, control and simulation and predictive maintenance solution enhanced with augmented reality systems, will also be developed, documented, tested and optimized during the project for ship owners, operators, shipyards and associated engineering firms. Finally, a detailed feasibility assessment and business planning will be developed to establish commercialization and scalability opportunities. A successful realization of the project will facilitate the wider adoption of sustainable climate neutral fuels within the European maritime transport sector in line with the Green Deal objectives, contributing to its efficiency, safety, resilience and international competitiveness.

This document contains instructions concerning the project procedures and other useful information to be used during the project's lifetime. However, it is important to note that this manual does not constitute a legally binding document, so if discrepancies between the signed Grant Agreement and its Annexes, the Consortium Agreement and this handbook should occur, the official signed documents prevail.

Project Partners

Organisation	Country	Abbreviation
LÜRSSEN DESIGN CENTER KVARNER D.O.O.	HR	**LDCK**
GITONE KVARNER D.O.O.	HR	**GITONE**
MARITIME CENTER OF EXCELLENCE D.O.O.	HR	**MCoE**
JADROLINIJA, društvo za linijski pomorski prijevoz putnika i terete	HR	**Jadrolinija**
SVEUČILIŠTE U RIJECI, POMORSKI FAKULTET	HR	**PFRI**
DNV HELLAS SINGLE MEMBER SA	EL	**DNV**
HYCENTA RESEARCH GMBH	AT	**HyCentA**
TECNO AMBIENTE SL	ES	**TA**
SCAN PROJEKT D.O.O.	HR	**SCAN**
TECHNISCHE UNIVERSITAET CHEMNITZ	DE	**TU CHEMNITZ**
ZENLAB D.O.O.	SI	**ZenLab**
HRVATSKA UDRUGA ZA VODIK	HR	**HUV**
TECO 2030 ASA	NO	**TECO ASA**
TECO 2030 AS	NO	**TECO**
TECO 2030 INNOVATION CENTER AS	NO	**TECO IC**

List of abbreviations and acronyms

Acronym	Meaning
PMB	Project Management Board
PC	Project Coordinator
PM	Project Manager
PP	Project Partner
PO	Project Officer from CINEA
WP Leaders	Work package leaders
WPs	Work Packages
EC	European Commission

Table of Contents

Contents

List of Figures

Deliverable executive summary

The Project Management Handbook is an important document that comprises instructions regarding the project procedures and other useful information to be applied during the project's lifetime. This handbook represents deliverable 1.1, which is related to WP1, Task T1.1 Project management, including quality assurance, gender and equal opportunities, and risk management that combines all the activities to be implemented to ensure good project management.

The handbook includes official information about the project contract, the description of the project organisation (governance structure), a summary of the preliminary plan of meetings of the ZEAS Consortium during the whole duration of the project and a complete list of participating institutions and persons involved in the project. By containing all this information, the handbook is envisioned as support to beneficiaries and associated partners, but also as a useful management tool for the project coordinator.

Based on this, the following parts of the handbook describe the management procedures concerning thereporting process, periods and writing, the instructions for internal and external dissemination and exploitation process, as well as the quality assurance. The handbook also encourages good quality relations between the partners involved, by setting out an operational framework for the project.

Therefore, the information reported in D1.1 represents project management guidelines, which define the organisational structure, key role persons with specific responsibilities, deadlines for review meetings, deliverables, and milestones. Additionally, D1.1 reports useful information for achieving the results of ZEAS, specifying the right procedures to follow in terms of reporting documents, eligibility of costs, instructions for dissemination, and format specifications for digital documents and media.

Progress beyond the state of the art and play

This chapter focuses on the organisational structure of the ZEAS consortium.

Since ZEAS involves 15 partners from 7 different countries, a clear allocation of roles and responsibilities across the consortium is mandatory. Thus, a Project Management Board was set up, and a list of key persons from different partners were appointed to fill a specific role according to their own expertise (e.g., technical, dissemination, exploitation). In addition,several mailing lists, which will be updated regularly, were set up to foster agile communication management regarding specific topics and/or work packages.

1 Project Organisation

1.1 Governance Structure

The ZEAS Consortium is organised in a detailed structure to ensure the smooth management and quality assurance of the activities (Figure 1). This structure shall ensure appropriate communication within the partnership.

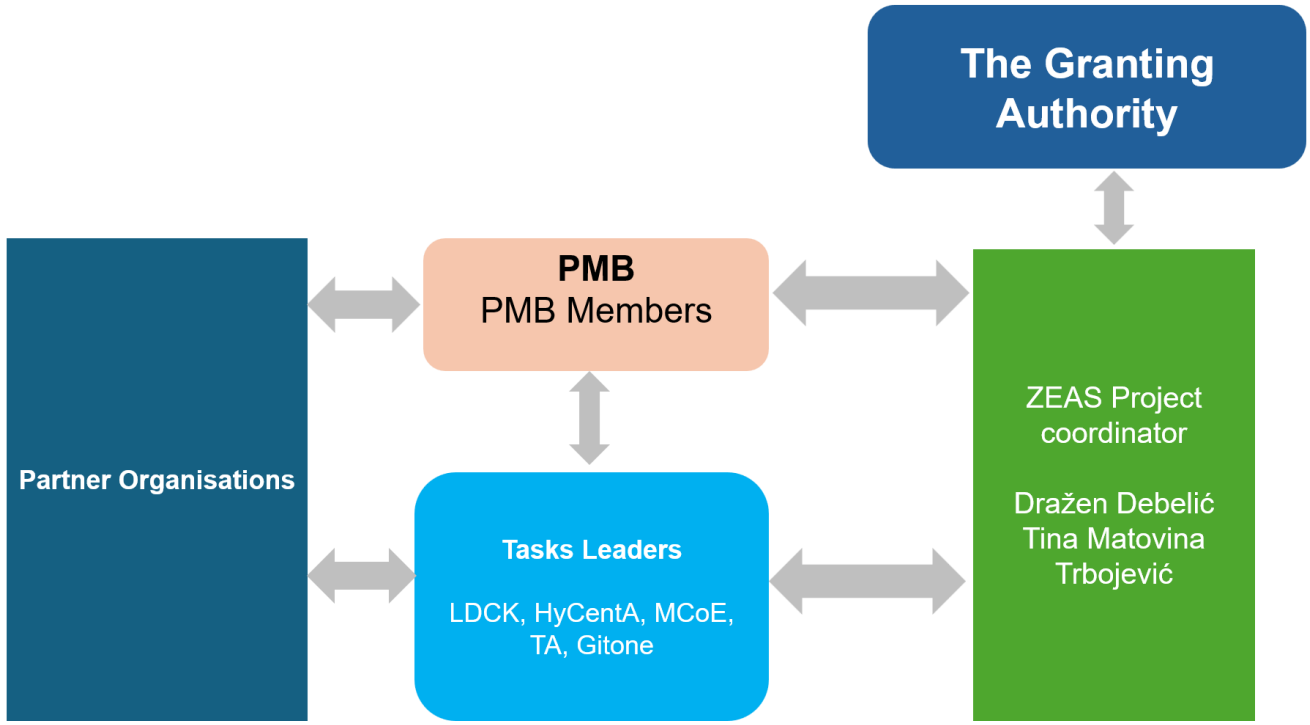

Figure 1 ZEAS governance structure

The governance structure of the consortium shall comprise the following Consortium Bodies:

The Project Management Board (PMB) as the ultimate decision-making body of the consortium for all matters going beyond the ordinary management of the Project and implying amendments to the Grant Agreement (such as major budget changes, modifications in the workplan, termination of a defaulting partner, etc.). It is composed of 1 representative of each Party.

The Coordinator is the legal entity acting as the intermediary between the Parties and the Granting Authority. The Coordinator shall, in addition to its responsibilities as a Party, use its best efforts to perform the tasks assigned to it as described in the Grant Agreement and this Consortium Agreement.

Work Package leaders

The ZEAS activities are broken down into Work Packages (WPs) in order to ensure adequate execution and coordination of tasks within the foreseen time frame and budget. Each work package will be the responsibility of one consortium partner, named Work Package leader (WP leader), which is obligated to control the performed work of the WP (see Table 1).

WPs	WP Leader
WP1	LDCK
WP2	LDCK
WP3	HyCentA
WP4	MCoE
WP5	TA
WP6	GITONE

Figure 2 WP leaders

WP Leaders will be in charge of leading technical progress and control of the WP, in order to ensure that WPgoals are met on time and within budget restrictions and of reporting research progress to the PMB and Project Coordinator regularly. This will cover establishing monthly, or often if needed, WP-level meetings and monitoring the technical progress, results, deliverables and compliance with the Work Programme. The WPsleaders will also be responsible for the timely submission of the deliverables resulting from their work packagesand for providing the required reporting to ensure efficient overall monitoring and coordination. The Project Coordinator will summarize overall project progress, updating planning charts and human resources records.

Quality Assurance Committee is appointed by PMB and is responsible for review of project deliverables and other outputs for conformity with the project plan before the submission to EC.

Gender and Equal Opportunities Committee is constituted with the representative of the coordinator and an expert from another beneficiary appointed by PMB. Its responsibilities are to establish and implement relevant procedures for monitoring gender and equal opportunities aspects of the project.

The Data Management Committee is constituted with the representative of the coordinator and two experts from other beneficiaries appointed by PMB. Its responsibilities are to ensure the data availability and utility through the creation and monitoring of implementation of the Data Management Plan (DMP), which elaborates data generation, collection and processing following the FAIR principles.

IPR & Data Management Board is constituted of appointed representatives of each partner. Its responsibilities are to assess Open Access restrictions derived from IP protection measures, to ensure GDPR and ePrivacy compliance.

The Partner Organisations

The Partner Organisations represent the management of each individual partner within the project. Individualpartner

leaders provide feedback to their management as necessary, and the coordinating partners shall also provide feedback to them as applicable.

Each full project partner allocates a single contact person for the project, who has the authority to both represent and commit their organisation in the project's decision-making process or in case of a conflict resolution. The partner representative undertakes support and administrative responsibilities of their organisation regarding submissions of cost statements and deliverables or other administrative informationrequested by the Project Officer. As such, they report information and issues to both the Coordinator and represent the Partner in the PMB.

Figure 3 Project Management Board Members

Due to GDPR provisions this table is deleted from the public version of the document.

The Task Leaders

The diversity of activities undertaken in the WPs mandates the delegation of coordination responsibilities to the Task Leaders. The Task Leaders report directly to the WP Leader. They are briefed about the higher-levelrequirements of the task they are leading and are required to steer the activities towards timely completion. When needed, the Task Leaders can also report the synthesis of these activities to the Project Coordinator.

1.2 Plan of meetings

Table 3 summarises the type and frequency of progress meetings, review meetings, PMB meetings and other relevant meetings, which different partners will host.

Meeting Type	Materials kept	Participants	Chair	Frequency	Format
Consortium meetings	Meeting minutes List of presence Recording optional	All partners	Coordinator	Once a year	**In person oronline**
WP meetings	Short notes List of presence Recording optional	WP leader andtask leaders	WP Leaders	Monthly	**Online**
Integration withprojects that have been awarded by theEC	**Minutes** **List of presence** **Recording optional**	**Project Coordinator and WP leaders**	**Coordinator**	**Quarterly**	**Online**

Figure 4 Meeting Matrix

In the Table 4 there is a provisional timeline of the Consortium meetings.

Year	2024				2025				2026				2027			
Quarter	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
Consortium Meetings	x				x				x				x			

Figure 5 Timeline of the consortium meetings

2 Project Work plan & Implementation

2.1. Overview of Project Components

The Work Package (WP) structure is organized in such a way to cover all the development and innovation aspects of the project. In particular, in addition to the management (WP1) and the dissemination and promotion (WP6) Work Packages, there are 3 development WPs (WP2, WP3, WP4), one WP (WP5) targeting to formulate and execute the safety and the environmental aspect of the project.

More specifically the objectives of the work package are as follows:

WP1 - Project management and coordination
Objectives are:

- O1.1 Ensure strong and efficient day-to-day coordination and coherence of project activities, team members and other resources towards successful, high quality and timely achievement and submission of defined deliverables and outcomes, compliant with all financial and organizational rules envisaged by the HE programme
- O1.2 Implement procedures for progress monitoring, quality assurance and risk management
- O1.3 Set up mechanisms, tools and processes for smooth communication and coordination between the project consortium and with external stakeholders
- O1.4 Establish processes for efficient data management

WP2 - Hydrogen-powered ship design and construction
Objectives are:

- O2.1 Apply acquired knowledge in design/building/testing related to hydrogen-fuelled ships
- O2.2 Improve overall design process for hydrogen-fuelled ships
- O2.3 Select optimal key system components
- O2.4 Achieve targeted KPIs applicable to the ship, as per Project
- O2.5 Implement small-scale hydrogen powertrain demonstration at the test bench
- O2.6 First time demonstration of FCM400 in a new-built vessel
- O2.7 Successfully construct, test and certify a hydrogen-powered passenger ferry

WP3 - H2 distribution, storage and bunkering
Objectives are:

- O3.1 Develop a simulation model of H2-infrastructure
- O3.2 Perform basic engineering of H2-infrastructure (design block diagrams, layout plans, process flow charts)
- O3.3 Purchase and build technological H2 Infrastructure
- O3.4 Test H2 infrastructure on shore
- O3.5 Develop a blueprint/guideline for the Adriatic H2 on-shore ship infrastructure

WP4 - Digital technologies
Objectives are:

- O4.1 Analyse the use case and determine the scope of digital technologies to improve the efficiency, safety, and sustainability of shipping operations
- O4.2 Implement digital technologies in the hydrogen-powered ship, including digital twin, augmented reality system and predictive maintenance

WP5 - Safety and the Environment
Objectives are:

- O5.1 Determine best environmental practices for hydrogen-powered ships
- O5.2 Establish the environmental impacts derived from hydrogen-powered ships
- O5.3 Evaluate the benefits of hydrogen-powered ship construction and operation compared to other fuels
- O5.4 Support the development of safety provisions in regulatory proposals

- O5.5 Identify all risks related to H2 distribution, bunkering and ship operation and implement mitigation measures

WP6 - Dissemination, communication and exploitation
Objectives are:

- O6.1 Strengthen the visibility of the project to its stakeholders
- O6.2 Ensure the use of the project results in a way that maximises scientific, economic and societal impacts
- O6.3 Assess the commercial feasibility of the newly developed sustainable climate neutral system for maritime applications
- O6.4 Ensure efficient investments beyond the project scope through exploiting synergies with complementary EU, regional and national projects and initiatives

2.2. Work Package Management

Each Work Package is led and coordinated by a Work Package Leader. It is their responsibility to co-ordinate the activities in the work package. They are responsible for:

- The performance and progress of the WP regarding the planned milestones
- The transfer of information to other WP leader and Project Coordinator
- Reporting of any possible problems to the Project Coordinator.

A summary of the Leads for each Work Package and Task outlined in Table below:

Task	WPs / tasks Description	Leading partner
1	**PROJECT MANAGEMENT AND COORDINATION**	**LDCK**
1.1	Project management, including quality assurance, gender and equal opportunities, and risk management	LDCK
1.2	Data management	Gitone
2	**H2 POWERED SHIP DESIGN & CONSTRUCTION**	**LDCK**
2.1	Ship Feasibility Study	PFRI
2.2	Ship Concept Design	LDCK
2.3	Ship Design	LDCK
2.4	Ship H2 Powertrain System Design & Procurement	TECO
2.5	Ship Building & Commissioning	MCoE
2.6	Seatrials	JADROLINIJA
3	**H2 DISTRIBUTION, STORAGE AND BUNKERING**	**HyCentA**
3.1	Requirment analysis / Concept Development / Concept assessment	TUChemnitz
3.2	Functional description and risk analysis final concept	HyCentA
3.3	Conceptual design of H2 Infrastructure	HyCenta
3.4	Procurement of H2 Infrastructure	MCoE
3.5	Detailed layout and design of H2-Infrastructure	HyCentA
3.6	Infrastructure procurement and building	MCoE
3.7	Testing of H2 infrastructure	HyCentA
3.8	Development of H2 logistics	HyCentA
3.9	Authority Engineering	SCAN
4	**DIGITAL TECHNOLOGIES**	**MCoE**
4.1	Smart Digitalization Study for H2 Ship	ZENLAB
4.2	Ship Digital Technologies	MCoE
5	**SAFETY AND THE ENVIRONMENT**	**TECNOAMBIENTE**
5.1	Conceptual assessment and climate neutral fuels system screening	HUV
5.2	Environmental Studies	TECNOAMBIENTE
5.3	Life Cycle Assessment	TECNOAMBIENTE
5.4	Safety Assessments,Hazard Mitigations & Demonstration Study for H2	SCAN

	System	
6	**DISSEMINATION, COMMUNICATION AND EXPLOITATION**	**Gitone**
6.1	Dissemination and communication	Gitone
6.2	Dissemniation planning	Gitone
6.3	Scalability commercialisation and deployment studies	MCoE
6.4	Exploring synergies with other projects	Gitone

Figure 6 Work Package and Task Lead Partners

3 Participating institutions and persons

The up-to-date list of participant contacts is available on the reserved area of the repository system on MS Teams ZEAS group

Important note:

Each partner leader must inform administrators of the mailing for updates in case any contact from the partners leaves the project for any reason (the person leaves the institution or is going to work on another project) or a new person joins the team.

Figure 7 List of participating institutions and persons

Due to GDPR provisions this table is deleted from the public version of the document.

4 Management process

4.1 Reporting process

During the project, each Partner should contribute to:

- **reporting** (see article 21.1 of the Grant Agreement) on the progress of the action (e.g. deliverables, milestones, outputs/outcomes, potential risks or other indicators), in the Portal Continuous Reporting tool in accordance with the timing and conditions it sets out (as agreed with the granting authority).

  Standardised deliverables (e.g. progress reports not linked to payments, reports on cumulative expenditure, special reports, etc., if any) must be submitted using the templates published on thePortal.
- **periodic reporting** within 60 days following the end of each reporting period (including the last reporting period). The reporting periods are defined in the Data Sheet of the Grant Agreement and are listed in the following section. According to Article 21.2 of the Grant Agreement, the periodicreports comprise:
  - **periodic technical report** contains an overview of the action implementation. The layout of the template must be followed, which includes:

    i. an explanation of the work carried out by the beneficiaries and an overview of the progress of work towards the objectives of the actions, including achievements and attainment of any milestones and deliverables identified in Annex 1 of the Grant Agreement. When needed, this report should include the justification for the differences between the work expected to be carried out in accordance with Annex 1 and the one performed. The report must detail impact, exploitation and dissemination of the results as well as the communication activities;

    ii. a summary for publication by the Commission;

    iii. the answers to the Horizon Europe questionnaire, covering issues related to the action implementation and the economic and societal impact, notably in the context of the Horizon Europe key performance indicators and the Horizon Europe monitoring requirements.

  - **periodic financial report** containing the eligible costs and contributions for each budget category and, for the final payment, also the revenues for the action (see Articles 6 and 22 of the Grant Agreement). It consists of:

    i. an individual financial statement (see Annex 4 of the Grant Agreement) from each beneficiary and from each linked third party (if relevant), for the reporting period concerned. The individual financial statement must detail the eligible costs (actual costs, unit costs and flat-rate costs; see Article 6 of the GA) for each budget category (see Annex 2 of the Grant Agreement). The beneficiaries and linked third parties (if relevant) must declare all eligible costs, even if — for actual costs, unit costs and flat rate costs — they exceed the amounts indicated in the estimated budget (see Annex2 of the grant agreement). Amounts which are not declared in the individual financial statement will not be taken into account by the Commission. If an individual financial statement is not submitted for a reporting period, it may be included in the periodic financial report for the next reporting period.

    Each beneficiary and each linked third party (if applicable) must certify that:

    - the information provided is full, reliable and true;

- the costs declared are eligible as described in Article 6 ‘Eligibility and ineligible costs and contributions’ of the Grant Agreement;

- the costs can be substantiated by adequate records and supporting documentation (Article 20 ‘Record-keeping’) that will be produced upon request (Article 21 ‘Reporting’) or in the context of checks, reviews, audits and investigations (Article 25‘Checks, reviews, audits and investigations’);

ii. an explanation of the use of resources and the information on subcontracting (see Article 9.3 of the Grant Agreement) from each beneficiary and from each linked third party, for the reporting period concerned;

iii. a **periodic financial statement**, created automatically by the electronic exchange system, consolidating the individual financial statements for the reporting period concerned and including — except for the last reporting period — the request for interim payment.

The consortium shall transmit the reports and other deliverables through the Project Coordinator to the Commission by electronic means. All reports and deliverables shall be in English.

5 Eligibility of cost

5.1 General conditions

According to Article 6 of the GA, eligible costs can be divided into: actual costs, unit costs and flat-rate costs.

To be eligible, **actual costs** must be:

- actually incurred by the beneficiary;
- incurred in the period set out in Article 4, with the exception of costs relating to the submission of the final periodic report, which may be incurred afterwards (see Article 21);
- declared under one of the budget categories set out in Article 6.2 and Annex 2;
- incurred in connection with the action as described in Annex 1 and necessary for its implementation;
- identifiable and verifiable, in particular recorded in the beneficiary's accounts in accordance
- with the accounting standards applicable in the country where the beneficiary is established
- and with the beneficiary's usual cost accounting practices;
- comply with the applicable national law on taxes, labour and social security;
- reasonable, justified and must comply with the principle of sound financial management, in particular regarding economy and efficiency.

To be eligible, **unit costs** (if any) must be declared under one of the budget categories set out in Article 6.2 and Annex 2. The units must be:

- actually used or produced by the beneficiary in the period set out in Article 4 (with the exception ofunits relating to the submission of the final periodic report, which may be used or produced afterwards; see Article 21);
- necessary for implementing the action or produced by it.

Moreover, the number of units must be identifiable and verifiable, in particular supported by records and documentation (see Article 20).

To be eligible, flat-rate costs must be calculated by applying the flat-rate set out in Annex 2. Furthermore, the costs to which the flat-rate is applied must comply with the conditions for eligibility (see Article 6).

5.2 Specific conditions

Additionally, to the general conditions, costs to be eligible must also satisfy specific requirements according to the category in which they are declared: direct personnel costs, direct costs of subcontracting, other direct costs, and indirect costs.

Direct costs are expenses that are directly linked to the action implementation and can therefore be attributed to it directly, whereas indirect costs are not directly linked to the action implementation and, therefore, cannot be attributed directly to it.

Direct costs include:

- personnel costs, according to the conditions defined in Article 6.2 point A;
- Subcontracting costs, including related duties, taxes and charges such as non-deductible value added tax (VAT) paid by the beneficiary, according to the criteria in Article 6.2 point B;
- Purchase costs according to the conditions defined in Article 6.2 point C: travel and subsistence costs; equipment, other goods, works and services.

Indirect costs are eligible if they are declared on the basis of the flat-rate of 25% of the eligible direct costs (see Article 6.2 point E), excepting for:

- volunteers costs;
- subcontracting costs;
- financial support to third parties;
- exempted specific cost categories, if any.

5.3 Ineligible costs

Costs are considered not eligible if they were declared under another EU or grants awarded by an EU Member State, non-EU country or other body implementing the EU budget, or they do not comply with theconditions detailed in Articles 6.1 and 6.2, in particular:

- costs related to return on capital and dividends paid by a beneficiary
- debt and debt service charges
- provisions for future losses or debts
- interest owed
- currency exchange losses
- bank costs charged by the beneficiary's bank for transfers from the granting authority
- excessive or reckless expenditure
- deductible or refundable VAT (including VAT paid by public bodies acting as public authority)
- costs incurred or contributions for activities implemented during grant agreement suspension (see Article 31)

5.4 Reporting periods

As specified in Data Sheet 4.2 Periodic reporting and payments of the Grant Agreement, the project is divided into three reporting periods of the following duration:

- P1: from month 1 to month 18
- P2: from month 19 to month 36
- P3: from month 37 to month 48

5.5 Deadlines for Periodic Reporting

Reports and deliverables must be submitted to the Project Coordinator according to the timetable shown in Table 6.

Type of document	Submission to PC	Submission to PO
Periodic Activity Report	No later than 30 days after the end of the reporting period	**Within 60 days after the end of the reporting period**
All other Deliverables	**No later than 20 days before the deadlines specified in Annex 1**	**Within the end of the month indicated in the deliverables list in Annex 1**

Figure 8 Periodic reporting deadlines

5.6 Files naming

Files should be named according to the example in Table 7 below:

Type of document	***Naming***
General files in project folders	*ProjectAcronym_File name_Version.extension* *Example:* *ZEAS_Document_1.docx*
Deliverable files in the WP folders	*ProjectAcronym_D#.#Deliverable title_Version.Extension* *Example:* *ZEAS_D1.1ProjectManagementHandbook_1.docx*
Deliverable files in the folder "Deliverables"	*ProjectAcronym_D1.1DeliverableTitle_Version.ExtensionExample:* *ZEAS_D1.1ProjectManagementHandbook_1.pdf*

Figure 9 Naming of files

NOTE:

No version number is required if only one file exists (e.g. for collaborative docs).

5.7 Deliverable preparation procedure

In order to ensure exhaustiveness, clarity and effectiveness, all deliverables shall be made available to the Controller for internal reviewing at least 20 days before the deadline indicated in Annex 1. The file must be sent by e-mail or should be uploaded to the internal repository and notified the Controller.

The Controller shall revise the document and assess the scientific and technical quality and the editing within six days. In case corrective actions are needed, the Controller shall send the document back to the partner in charge of the deliverable, pointing out the corrective actions needed.

The partner shall make the requested amendments and integrations and send the document back to the Controller within six days.

Then, the Controller shall upload the deliverable for feedback in the MS Teams folder repository, informing the whole consortium via e-mail.

Eventual feedback shall be sent to the deliverable responsible (and the Controller) within 3 days from notification.

The deliverable leader will have 3 days to incorporate eventual feedback and send it back to the Project Coordinator. The Project Coordinator, within two days, shall send the definitive version of the deliverable to the PO and upload the document on the project repository.

The deliverables should be structured according to the template that will be provided by the coordinator.

6 Instructions for exploitation and dissemination

6.1 Internal dissemination

ZEAS repository on MS Teams will be managed and updated by coordinator.

In case of any questions, the partners should send an e-mail to Mr Dražen Debelić. All partners have the right to read all pages. To upload or edit documents and files, the partners should add them to the proper folder.

The instructions to use the ZEAS MS Teams shared drive and upload area are available below:

- Partners can access the shared folder using the invite link sent to partner via email
- Partners must not share file or folder access externally or provide access links to individuals or organisations that are not part of the consortium
- Partners have the freedom to upload files and create subfolders as needed. However, the delete function should only be used to delete files created by the individuals. If partners want to delete any file they did not create, they should ask permission from the file owner or the coordinator.
- Partners should keep the folders clean and updated. Older versions of documents should be moved to a backup folder that will be created as needed in the subfolder.

LDCK will save a backup of the shared folder via its internal storage. The backup will be updated with the most recent version of the files on the first Monday of every month.

In case partners need older versions of files or have some files accidentally deleted, please contact the coordinator.

6.2 Active Accounts

All participants listed in Table 4 have active access to the shared folder.

Important notes

The status of an account will be switched to inactive if the person ceases to work on the ZEAS project. When a new person joins the project, an account, if needed, will be created. Partners need to inform the coordinator of changes in team members.

6.3 Internal communication channels

The project will use video conferencing systems to support the online meeting. LDCK will provide the links to partner access using Microsoft Teams system. Instant messaging, electronic mail and e-mailing lists can beused where necessary. Moreover, the project will hold various physical meetings hosted in turn by Partners.Additional workshops or meetings will be held as required by the work plan and the needs identified by the project. In case of special conditions that do now allow the organisation of physical meetings, online meetings will be planned instead properly.

6.4 External dissemination

5.5.1 Public website

The public website address www.projectzeas.eu and will be used as a repository for all public deliverables, as well as news, events and direct links to partners, sister projects and social media accounts.

Gitone Kvarner is responsible for regularly updating the content and relies on content from project partners. The homepage will be created in the months between March and May.

5.5.2 ZEAS logo

The ZEAS logo is available to all partners and is saved in a dedicated dissemination material folder in shared folder. The logo can only be used for any communication, dissemination and promotion relatedto the project. The display of the logo should be connected to the disclaimer that includes the project number and funding framework. Logo codes are as follows:

CMYK

Word mark (dark blue): 95-70-0-20

Figurative mark (light blue): 65-13-0-0

5.5.3 ZEAS e-leaflet

The official ZEAS e-leaflet will be published on the official ZEAS homepage in the upcoming months once a clear design has been created. However, to avoid too much environmental harm, leaflets will not be printed.

5.5.4 Publication policy

An internal reporting scheme will be created to keep track of the official publications. All contributors have to be asked for permission for publication. This includes both WP members as well as members of other WPs and/or contractors who contributed to the results under publication.

The WP leader has to make sure that no material, findings, etc., that cannot be disclosed are published.Only when permission is granted from all the persons involved can the material be published.

The official ZEAS logo shall be used for all presentations.

Any communication or dissemination activity related to the action must use factually accurate information. Moreover, it must indicate the following disclaimer (translated into local languages where appropriate):

"Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or European Climate, Infrastructure and Environment Executive Agency (CINEA). Neither the European Union nor the granting authority can be held responsible for them."

Also, the EU Flag will be included in the acknowledgements wherever possible. All publication activities have to be documented in the continuous reporting template on MS Teams Folder to subsequently be used in the periodic report.

Once the material is published, it may be used freely in other publications (or via social media) withoutanother request for permission.

6.5 Confidentiality procedure

Three types of documents will be produced according to their dissemination and confidentiality level:

- PU: Public
- RE: Restricted to a group specified by the consortium (including the Commission Services)
- CO: Confidential, only for members of the consortium (including the Commission Services)

All Partners are strongly invited to write on the front page the confidentiality level of their documents before release.

The dissemination will be implemented according to the confidentiality level identified by the Intellectual Property Owner/s.

7 Format Specifications for the digital documents and media

In this section, a list of specifications concerning the format of various kinds of documents is provided. Eachproject participant should try to stick to the standards in use in the project to avoid problems during the circulation of documents and other media.

All documents shall be sent to the PC via e-mail or via the repository area in an editable format before submission to the Commission.

Final documents will be in PDF format, especially those that have to be sent to third parties or the Commission.

Concerning the spelling of the project name, even if “ZEAS” is the official acronym, “Zeas” can also be used in official documents as well, to reduce misspelling of the name.

British English should be used in all official documents.

7.1 Text documents

All text documents shall preferably be saved using Microsoft Word format (.docx). All documents edited by several people should activate track changes or at least highlight modified or new text segments.

The official font is Arial, size 10.

It is important that all modifications are visible and the identity of the person who made the changes is known.

7.2 Presentations

All presentations (slide shows) shall preferably be saved using Microsoft PowerPoint format (.pptx).

7.3 Images

In general, all images should either use the JPEG or the PNG format. For more complex images, Adobe Photoshop format is suggested.

7.4 Video

In order to minimize size and optimize quality, all videos should be stored using the following video formats:

- AVI (.avi), WMV (.wmv) or MP4 (.mp4).

8 Quality Assurance Plan

The PC is ultimately responsible for the quality control of the deliverables to the European Commission (EC), coordinating closely with the project PMB, the work package and task leaders.

8.1 Peer review

The partners in charge of each deliverable are also responsible for guaranteeing the quality of the project outcome. Each deliverable must be peer-reviewed by representatives of a minimum of two partners organization. The reviewers will be chosen for each deliverable based on the best combination of expertise (high), involvement in producing the deliverable (low) and availability (high).

Partner responsible for the deliverable should notify the selected reviewers one month in advance. They should agree to participate in the process and the date to receive the materials to review. Reviewers will have one week to send comments and the partner leading the deliverable will have one more week to include comments in the final document. The duration of the two final stages might vary if previously agreedupon partners.

The guiding questions listed below shall be answered in the review process. The list presented below doesnot intend to extinguish the criteria adopted to ensure delivery quality but serves as a guide of question thatneeds to be made before delivery.

7.1.1 Format and presentation

- Is the text well written?
- Is it written on the deliverable template?
- Is the information presented clearly and easily understood?
- Are the images relevant to the discussion?
- Does the document follow the project communication guidelines?
- Are all references updated and working?

7.1.2 Content

- Are there significant errors that compromise the interpretation of the results?
- Are the conclusions well-founded?
- Are assumptions (if any) clearly described and realistic?
- Is the document structure clear?
- Did relevant stakeholders review the content?
- Are all the comments addressed or responded?

7.1.3 Accordance with project objectives and goals

- Did the deliverable succeed in achieving its objectives?
- Are the deliverable results suitable for the project's analytical needs?

- Are the contributions by each partner clearly identified and have all responsible partners contributedto the deliverable?
- If the case, is the deliverable able to clearly demonstrate the technical innovations and the progressbeyond state of the art?

9 Annex

List of Deliverables

Deliverable	Deliverable name	Work Package	Lead beneficiary	Dissemination level
D1.1	Project Management Handbook	WP1	LDCK	PU
D1.2	Risk Management Plan	WP1	LDCK	PU
D1.3	Data Management Plan	WP1	GITONE	PU
D1.4	Quality Assurance manual	WP1	LDCK	PU
D1.5	Data Management Plan Revised	WP1	GITONE	PU
D1.6	2nd revision of Data Management plan	WP1	GITONE	PU
D1.7	Final Data Management plan revision	WP1	GITONE	PU
D2.1	Ship feasibility study package	WP2	PFRI	PU
D2.2	Ship outline specification package	WP2	LDCK	SEN
D2.3	Ship Final Design package	WP2	LDCK	SEN
D2.4	Ship Hydrogen Powertrain Final Design package	WP2	TECO	SEN
D2.5	Vessel certification package	WP2	LDCK	PU
D3.1	H2 infrastructure concepts for assessment	WP3	TU CHEMNITZ	SEN
D3.2	Final H2 infrastructure concept	WP3	HyCentA	SEN
D3.3	Conceptual design of H2 infrastructure and on-shore HRS	WP3	HyCentA	SEN
D3.4	Final design and specification of H2 infrastructure and on-shore HRS	WP3	HyCentA	SEN
D3.5	Demonstration of H2 shuttle ship in real environment	WP3	HyCentA	PU
D4.1	Ship smart digitalization study report	WP4	ZenLab	SEN
D4.2	Ship digital technology package	WP4	MCoE	SEN
D4.3	Ship digital technology demo package	WP4	MCoE	PU
D5.1	Environmental and Social Impact Assessment (ESIA)	WP5	HUV	PU
D5.2	Life Cycle Assessment for a hydrogen-powered ship	WP5	TA	PU
D5.3	Good environmental practice manual for hydrogen powered ships	WP5	TA	PU
D5.4	HAZID with risk register and quantitative risk analysis	WP5	SCAN	PU
D6.1	Dissemination, exploitation and communication plan	WP6	GITONE	PU

D6.2	Specific exploitation plan for each KER	WP6	GITONE	SEN
D6.3	Report on the project commercial feasibility assessment studies	WP6	MCoE	SEN
D6.4	Report on synergies with other initiatives	WP6	GITONE	PU
D6.5	Final report on dissemination, exploitation and communication	WP6	GITONE	PU

List of Milestones

MILESTONE NAME	WP	LEAD	MEANS OF VERIFICATION
Kick-off meeting	WP1	LDCK	Agenda, minutes, list of participants
Completion of feasibility study	WP2	LDCK	Report
Optimal key system components for the hydrogen-fuelled vessel demonstrator selected	WP2	LDCK	Data validated for completeness and quality
Demonstrator hydrogen infrastructure documents (concept design, risk assessment, simulation, layout)	WP3	HyCentA	Data validated for completeness and quality
Safety and risk assessment study completion	WP5	TA	Data validated for completeness and quality
Smart digital technologies application initiation on the demonstrator vessel based on the completed background study	WP4	MCoE	Data validated for completeness and quality
Start of shipyard works	WP2	LDCK	Logs and protocols
Commercial feasibility study completion	WP6	GITONE	Report
Completion of environmental impact assessment	WP5	TA	Data validated for completeness and quality
Ship ready for seatrials	WP2	LDCK	Data validated for completeness and quality
Ship completed and certified	WP2	LDCK	Report