

HORIZON-CL5-2022-D3-03-07

SUSTAINABLE JET FUELS FROM CO2 BY MICRO-ALGAL CELL FACTORIES IN A ZERO WASTE APPROACH

ALFAFUELS

D12.1 – Project management handbook

Lead Beneficiary: RISE Processum AB

**Author(s): Kazi Zubaida Ara, Charilaos Xiros,
Ylva Bruce**

Submission date: 26/03/2024

Project start date: 2024-01-01

Project duration: 48 months

Delivery Data	
Delivery Number	12.1
Delivery Name	Project management handbook
Lead Beneficiary	RISE Processum AB
Type	Report
Dissemination Level	Public
Due Date (month)	M 3
Work Package No	12

Contributors		
Authors	Organisation name	E-mail
Kazi Zubaida Ara (lead author)	RISE Processum AB	Kazi.zubaida.gulshan.ara@ri.se
Charilaos Xiros	RISE Processum AB	charilaos.xiros@ri.se
Ylva Bruce	RISE Processum AB	ylva.bruce@ri.se

Delivery History			
Document Version	Date	Notes/Changes	Status
V.1	11/03/2024	First draft	Draft
V.2	12/03/2024	Second draft, revised text	Reviewed draft
V.3	22/03/2024	Third draft, modified text	Finalised

TABLE OF CONTENTS

1. Executive summary	1
2. Introduction	1
3. Consortium.....	1
4. Project management tools.....	2
4.1. Project management team.....	3
4.2. Work Packages and timelines	3
4.2.1. PERT diagram.....	3
4.2.2. GANTT chart	4
4.2.3. Work package Interaction Table	5
5. Project Risk management	6
6. Deliverables and Milestones.....	6
6.1. Template for Deliverables.....	6
6.2. Time management for Milestones	6
7. Consortium agreement.....	7
7.1. Partners responsibilities	7
8. Payments	8
9. Collaborative space	8
10. Meetings	8
11. Conclusion	9
12. Annex 1	10
13. Annex 2	10
14. Annex 3	11

1. Executive summary

This document, D12.1 – Project management handbook (PMH), is a part of Work Package 12 (WP12 – Project Management). It describes the internal procedures and rules that will be followed by the coordination team of ALFAFUELS to ensure smooth implementation of the project, efficient administration and management structures, communication and collaboration among the partners, research integrity and quality assurance. It contains all relevant information for the Consortium partners to complete and fulfil all project management, reporting, and communication tasks during the project and relevant tools to be used for reporting and management as well as measures to ensure the high quality of the project's results.

2. Introduction

This deliverable is a public report describing the main tools that the coordination team of ALFAFUELS will use to manage the project during its four-year duration, in such a way that all the specific objectives – as described in the DoA - will be reached on time and within budget limitations.

The main tools that the coordinator (CO) will use are the GANTT and PERT Charts to follow the time, duration, tasks, milestones, and delivery during the project lifespan. Tasks and responsibility for carrying out the project are described within each Work Package (DoA). The risk management plan with the risk register advises on how to react and handle upcoming events in the project, if any. The CO is responsible for the overall budget and the financial contribution to beneficiaries according to the schedule set forth in the Consortium Agreement as well as on timely submission of deliverables and milestones.

3. Consortium

ALFAFUELS brings together an interdisciplinary consortium comprising of 14 participants (8 RTD organizations, 1 Industry and 5 SMEs) from 8 European countries. Table 1 gives an overview of the consortium members that are participating in ALFAFUELS.

Table 1. Members of the ALFAFUELS consortium

Partner	Participant organization name	Role	Acronym	Country
1	RISE Processum AB	Coordinator	RISE	SE
2	Universitaet Potsdam	Beneficiary	UP	DE
3	Sustainable Innovations Europe S.L.	Beneficiary	SIE	ES
4	IDENER Research & Development Agrupacion De Interes Economico	Beneficiary	IDE	ES
5	Uppsala Universitet	Beneficiary	UU	SE
6	Danmarks Tekniske Universitet	Beneficiary	DTU	DK
7	Katholieke Universiteit Leuven	Beneficiary	KUL	BE
8	Fotosintetica & Microbiologica SRL	Beneficiary	F&M	IT
9	E3-Modelling AE	Beneficiary	E3M	GR
10	University of Copenhagen	Beneficiary	UCPH	DK
11	SkyNRG BV	Beneficiary	SKY	NL
12	AddScience Sweden AB	Beneficiary	ADD	SE
13	University of Florence	Beneficiary	UNIFI	IT
14	Eni SPA	Beneficiary	ENI	IT

4. Project management tools

To successfully meet the objectives of ALFAFUELS, it is critical to have a well-defined project management framework and organizational expertise to ensure the deliverables' quality and feasibility. This project is predicated on leveraging existing advanced technologies, necessitating a diverse pool of expertise and methodologies. Therefore, fostering a robust collaborative environment among the partners is crucial for pooling knowledge effectively, which is fundamental to the project's success.

Effective project management tools and structures are implemented to facilitate and enforce collaboration, integration, and the project's strategic objectives. This includes clearly defined roles and responsibilities for all the partners, aligned with the project's timeline and milestones, ensuring

efficient decision-making processes and advisory mechanisms. The management framework specifically outlines the following to optimize project outcomes and meet the work plan's demands.

4.1. Project management team

RISE Processum AB (RISE) is responsible for project monitoring, reporting to EU commission, and managing ALFAFUELS. The project management team (PMT) includes the coordinator, internal project manager, administrator, controller, and researchers.

ALFAFUELS coordination team

Name	Role	Responsibility
Charilaos Xiros	Coordinator	Responsible for the overall project, contact point for EC, assure quality and timely delivery of ALFAFUELS deliverables.
Ylva Bruce	Internal project manager for RISE	Coordination and management tasks including project planning, progress reports and financial management.
Carina Söderlind	Project controller	Financial management
Kazi Zubaida G. Ara	PMT/Researcher	Coordination tasks related to deliverables and WP meetings
Ing-Mari de Wall	Administrator	Organisation, meetings, correspondence

4.2. Work Packages and timelines

4.2.1. PERT diagram

ALFAFUELS is divided into 12 WPs. The interconnection as well as the information and materials exchange among the WPs are illustrated in the PERT diagram (**Figure 1**). The tasks and responsibility for carrying out the specific activities are described within each WP description in the DoA. During the project, details will be highlighted by the CO as needed, to ensure the proper execution of the DoA.

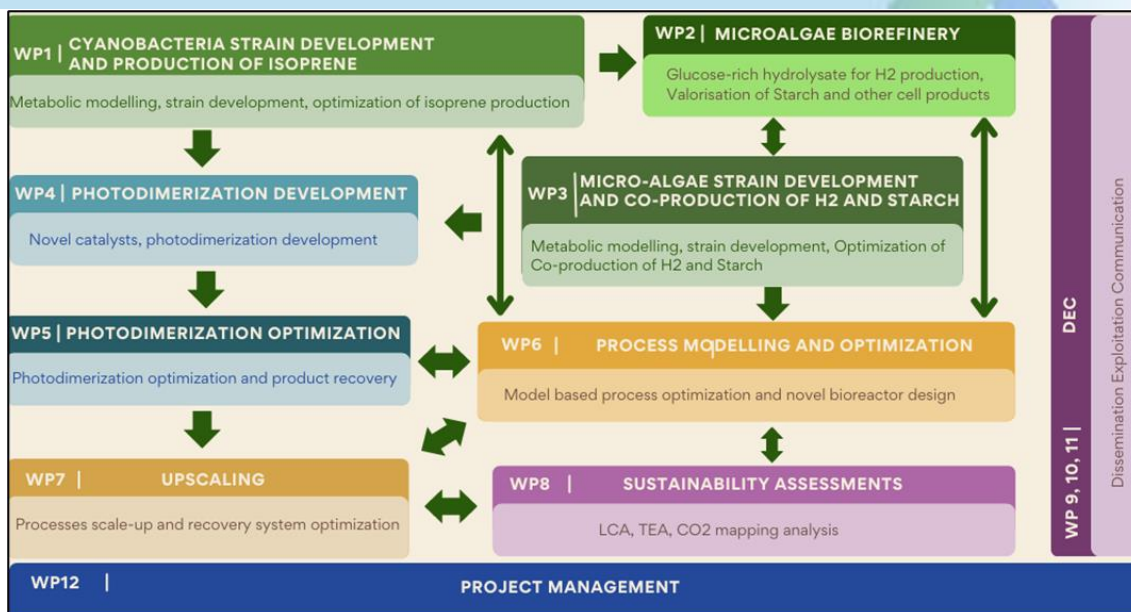


Figure 1. Pert diagram of ALFAFUELS project.

4.2.2. GANTT chart

The GANTT chart (**Figure 2**) will be used to ensure that individual WPs will start on time and that milestones will be reached, and tasks completed. The GANTT contains information regarding timing, and duration of tasks, milestones and delivery time of deliverables, and it will be an important tool for the CO and the coordination team to have the necessary overview to strategically manage the project, to prevent delays and to ensure the timely information and materials exchange among Tasks and WPs. communicate with WP leaders and other participants in the ALFAFUELS.

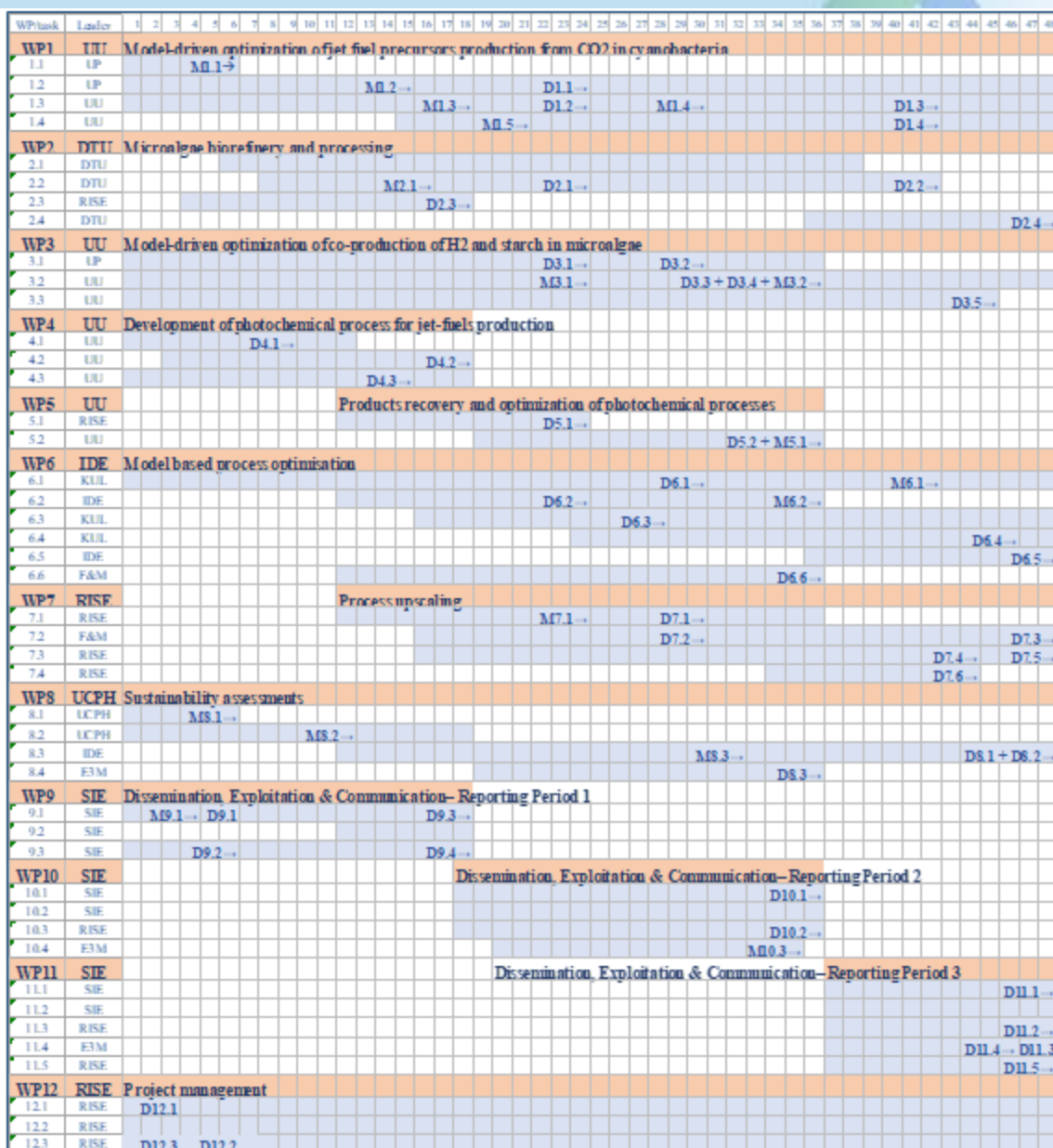


Figure 2. GANTT chart of ALFAFUELS project

4.2.3. Work package Interaction Table

The Work Package (WP) Interaction Table serves as a roadmap for ALFAFUELS to show how different tasks connect and depend on each other to reach project goals. By using this table, PMT can see which tasks need to happen before others can start, making it easier to plan and manage the project efficiently. The table will evolve over time as the project progresses, with input from WP leaders shaping its updates. Annex 1 contains the WP Interaction Table for the first year, providing a snapshot of task dependencies and relationships during this period.

5. Project Risk management

The comprehensive management of project risks will be primarily overseen by the Project Coordinator, who will be supported by the project management team and the leaders of each Work Package (WP). It will be the duty of all WP Leaders to consistently evaluate the presence of any new risks, in addition to periodically reviewing and updating the inventory of risks that have already been identified. This collaborative approach ensures that all potential project challenges are proactively identified and managed, maintaining the project's integrity and timeline.

The goal of Risk Management is to increase the chances and benefits of positive outcomes while reducing the likelihood and impact of negative events on the project. We've carefully assessed the technological and scientific risks associated with each Work Package (WP) and identified them as Critical risks in the SyGMA portal for reference and management (Annex 2).

6. Deliverables and Milestones

6.1. Template for Deliverables

A standardized template for deliverables has been developed and circulated to all participants, in addition to being accessible on the Collaborative workspace for ALFAFUELS (Annex 3). Each submitted deliverable will include the following sections: Cover page, Document Information and Revision History, Table of Contents, Executive Summary, Introduction, Main content, Conclusion, and, if necessary, References and Annex. The executive summary must adhere to clear and concise language guidelines and should not exceed one page in length. Implementing this unified template will ensure consistency in format across all deliverables, facilitating easier review and evaluation. Furthermore, a protocol has been established for deliverable preparation, stipulating that the initial draft must be ready for revision and eventual approval by the CO four weeks prior to the deadline, followed by final submission to the Commission.

6.2. Time management for Milestones

Milestones represent significant progress points within the ALFAFUELS project, serving as vital tools for the coordinator to efficiently track its

development. The coordinator will clearly communicate milestone deadlines and reporting template to all responsible team members, outlining the specific actions required to attain them. Regular communication between project management team members will ensure adherence to schedule and effective progress monitoring. This proactive approach safeguards the timely achievement of milestones, well in advance of the deadline. The initial draft must be ready for revision and eventual approval by the CO four weeks prior to the deadline, followed by final submission to the Commission.

In addition, milestones are essential elements of project management in ALFAFUELS, enabling progress tracking, resource management, risk mitigation, communication, collaboration, and quality assurance throughout the project lifecycle. By effectively managing milestones, project managers can ensure the successful completion of the project within the specified timeline and budget.

7. Consortium agreement

Consortium Agreement (CA) for ALFAFUELS (Version [4]-2023-10-30) is grounded in Regulation (EU) No 2021/695 of the European Parliament and of the Council dated 28 April 2021, which establishes Horizon Europe – the Framework Programme for Research and Innovation (2021-2027). The CA signed by all ALFAFUELS beneficiaries is based on DESCA – Model Consortium Agreement for Horizon Europe, version 1.1, November 2022. This agreement outlines its rules for participation and dissemination, hereinafter referred to as the "Horizon Europe Regulation," and draws upon the European Commission's General Model Grant Agreement and its Annexes.

The primary objective of this CA is to establish and delineate, in relation to the project, the rights and obligations of the beneficiaries. This includes specifying the organization of work among the beneficiaries, managing the project, encompassing liability, access rights, and dispute resolution, among other aspects.

7.1. Partners responsibilities

Each beneficiary of ALFAFUELS pledges to actively support the project's efficient execution, fulfilling all obligations as specified in the GA and CA in

good faith and in compliance with Belgian law. They must promptly communicate any significant modification affecting the project to the granting authority and other parties. Additionally, each party must provide necessary information to consortium bodies and/or the coordinator promptly and ensure the accuracy of supplied materials.

8. Payments

ALFAFUELS follows lump sum funding rules for completing work packages, according to the budget as described in the GA (section 3 Grant Administration, Articles no. 19, 20 and 21).

9. Collaborative space

A collaborative space has been created using the SharePoint platform provided by RISE. Access to this folder has been granted to all ALFAFUELS beneficiaries and a link to the shared folders is provided in the ALFAFUELS website protected by username and password (private area only for the partners). The SharePoint platform provided by RISE serves as a secure digital storage space for ALFAFUELS partners to store and retrieve documents, data, and other resources pertinent to the project. This shared repository simplifies collaboration and ensures all partners have access to the most current project-related information.

Overall, the collaborative space for ALFAFUELS is designed to streamline workflows, improve coordination, and keep all stakeholders aligned throughout the ALFAFUELS lifecycle.

10. Meetings

The ALFAFUELS Project Management Team (PMT) will coordinate and lead steering group (Executive Board) meetings to monitor work quality and progress and address any issues. The Executive Board meetings will include WP leaders, the coordinator, and the PMT. PMT will also support monthly work package meetings, enabling beneficiaries to discuss project progress and potential changes in more detailed. Work package leaders will arrange and lead these meetings, including PMT in the correspondence loop. RISE, in collaboration with SIE and coordinators from other related projects, will establish an External Advisory Board (AB) comprising 4-5 selected stakeholders, including end-users, academia, and policymakers. The

purpose of the AB is to discuss the project's research direction and publishable findings, as well as to suggest potential research and exploitation paths within the project's scope. The AB will convene for two online meetings during the project, ideally coinciding with annual consortium meetings. Annual project meetings will be organised and supported by PMT in collaboration with the project beneficiaries hosting the meetings.

11. Conclusion

The project management handbook, D.12.1 serves as a comprehensive guide for successful coordination and navigation of the ALFAFUELS project. By adhering to the project management tools and strategies outlined within this document, PMT can maximise their efficiency, mitigate risks and ultimately achieve the goals set forth by ALFAFUELS.

12. Annex 1

ID	WP1	WP2	WP3	WP4	WP5	WP6	WP7	WP8	WP9-11	WP12	Work Package Interaction										
											WP1	WP2	WP3	WP4	WP5	WP6	WP7	WP8	WP9-11	WP12	
WP1	WP1	WP2	WP3	WP4	WP5	WP6	WP7	WP8	WP9-11	WP12	WP1	WP2	WP3	WP4	WP5	WP6	WP7	WP8	WP9-11	WP12	WP1
WP2	WP1	WP2	WP3	WP4	WP5	WP6	WP7	WP8	WP9-11	WP12	WP1	WP2	WP3	WP4	WP5	WP6	WP7	WP8	WP9-11	WP12	WP2
WP3	WP1	WP2	WP3	WP4	WP5	WP6	WP7	WP8	WP9-11	WP12	WP1	WP2	WP3	WP4	WP5	WP6	WP7	WP8	WP9-11	WP12	WP3
WP4	WP1	WP2	WP3	WP4	WP5	WP6	WP7	WP8	WP9-11	WP12	WP1	WP2	WP3	WP4	WP5	WP6	WP7	WP8	WP9-11	WP12	WP4
WP5	WP1	WP2	WP3	WP4	WP5	WP6	WP7	WP8	WP9-11	WP12	WP1	WP2	WP3	WP4	WP5	WP6	WP7	WP8	WP9-11	WP12	WP5
WP6	WP1	WP2	WP3	WP4	WP5	WP6	WP7	WP8	WP9-11	WP12	WP1	WP2	WP3	WP4	WP5	WP6	WP7	WP8	WP9-11	WP12	WP6
WP7	WP1	WP2	WP3	WP4	WP5	WP6	WP7	WP8	WP9-11	WP12	WP1	WP2	WP3	WP4	WP5	WP6	WP7	WP8	WP9-11	WP12	WP7
WP8	WP1	WP2	WP3	WP4	WP5	WP6	WP7	WP8	WP9-11	WP12	WP1	WP2	WP3	WP4	WP5	WP6	WP7	WP8	WP9-11	WP12	WP8
WP9-11	WP1	WP2	WP3	WP4	WP5	WP6	WP7	WP8	WP9-11	WP12	WP1	WP2	WP3	WP4	WP5	WP6	WP7	WP8	WP9-11	WP12	WP9-11
WP12	WP1	WP2	WP3	WP4	WP5	WP6	WP7	WP8	WP9-11	WP12	WP1	WP2	WP3	WP4	WP5	WP6	WP7	WP8	WP9-11	WP12	WP12

Work package interaction table for Year 1.

13. Annex 2

Risk No	Description	Work Package No(s)	Risk Mitigation Measures	State of the Play Period	State of the Play Did you apply risk mitigation measures?	State of the Play Did your risk materialise?	State of the Play Comments
1	Terms of the Consortium Agreement (CA), e.g. IPR, financia	1, 2, 3	The CA is based on DESCA template and will address issues related to the co				
2	Delays in reporting, need for resources reallocation (L;M)	1, 2, 3	Regular Project Management Team (PMT) meetings, WP meetings and short :				
3	WPs do not deliver deliverables on time or do not deliver pr	1, 2, 3	Timely deliverables are crucial. Good time management will mitigate for th				
4	Implementation of modifications identified by modeling is j	1, 3	The modelling approach will suggest a broad range of potential avenues for				
5	Engineered strains lose their desirable production traits ove	1, 3, 4	Proper strain handling practices will be utilized, enabling re-inoculation of c				
6	Contamination of cultures causes loss of productivity (MuH)	1, 3, 4	Contamination issues will be mitigated by selective cultivation conditions, li				
7	Neither the g-CN nor the triplet sensitizer QD approach fun	4, 5, 7	A third approach will be explored with molecular triplet sensitizers immobil				
8	Experimental data provided for process model design are nc	6, 7	Early meetings with partners to describe the data needed for the model. Co				
9	Limited outreach to key target groups, projects, stakeholde	9, 10, 11	A review of the DEC plan will be carried out to optimize resource allocation				
10	IP Management issues appear among partners interested in	9, 10, 11	The CA will define these issues in as much detail as possible. Consensus will				
11	Difficulties to integrate data from WP8 on large-scale PRIME	8, 10, 11	Modelling is flexible enough to allow integration of new data for sustainable				

Table of critical implementation risks and mitigation actions.

14. Annex 3

HORIZON-CL5-2022-D3-03-07

SUSTAINABLE JET FUELS FROM CO2 BY
MICRO-ALGAL CELL FACTORIES IN A ZERO
WASTE APPROACH

ALFAFUELS

DK-X - XX
Lead Beneficiary: XX
Author(s): XX

Date: XX/XX/XXXX
Project start date: 2024-05-01
Project duration: 48 months

Horizon-CL5-2022-D3-03-07-07

Delivery Data

Delivery Number	
Delivery State	
Lead Beneficiary	
Type	
Dissemination Level	
Due Date (month)	
Work Package No.	

Contributors

Authors	Organisation name	E-mail

Delivery History

Document	Date	Notes/Changes	Status
V.1			
V.2			
V.3			

Horizon-CL5-2022-D3-03-07-07

TABLE OF CONTENTS

- 1. Executive summary 3
- 2. Acronyms and abbreviations 2
- 3. Introduction 4
- 4. References 5
- 5. Title 1 5
 - 5.1. Title 2 5
 - 5.1.1. Title 3 5
 - 5.1.1.1. Title 4 5
 - 5.1.1.1.1. Title 5 5
 - 5.1.1.1.1.1. Title 6 5
- 6. Title 6 5
 - 6.1. Chapter 5
 - 6.1.1. Part 1 5

Horizon-CL5-2022-D3-03-07-07

Templates for deliverables