



D1.1: BlueBARGE Project Administrative and Financial Management

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Acronyms and Abbreviations	
Acronym/Abbreviation	Meaning
CA	Consortium Agreement
D	Deliverable
DEM	Demonstration
DMP	Data Management Plan
EC	European Commission
AB	External Experts Advisory Board
GA	Grant Agreement
KPI	Key Performance Indicator
MoM	Minutes of Meeting
NDA	Non-Disclosure Agreement
PC	Project Coordinator
PEB	Project Ethics Board
R	Report
SEN	Sensitive
TSC	Technology Steering Committee
TM	Technical Manager
T	Task
TL	Task Leader
WP	Work Package
WPL	Work Package Leader

Disclaimer

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1 – Introduction

The present document is the Deliverable D1.1 “BlueBARGE Project Administration and Financial Management” in the framework of the WP1, of the BlueBARGE project.

Related tasks:

- Task 1.1 - “Project administrative and financial coordination”.
- Task 1.2 - “ Strategic technical steering”.
- Task 1.5 - “ Advisory Board”

This document provides a comprehensive Project Management Plan and the detailed procedure in order to enable efficient coordination among Consortium members and communication with EC, managing effectively financial issues and monitoring the project's progress. It also includes relevant details regarding the establishment and activities of the Advisory Board.

The next chapters give thorough information about the project management organization, execution, reporting, and communication methods, as well as references to the project deliverables and milestones. In this context, the report is divided into three main sections:

- The first section describes the project management structures, defines the various roles and responsibilities, and outlines the reporting channels.
- The second section presents all aspects of project implementation, such as the definition of the tasks, including scheduled deliverables and milestones, communications, data management, the resolution of conflicts as well as the management of change procedures.
- The third section presents the internal and external reporting procedures.

2 – Project Management Structure

This chapter provides a brief description of the BlueBARGE project management structure. The main roles are defined, describing their main responsibilities and day-to-day activities. The following figure (Figure 1) provides an overview of the management structure of, along with the countries represented in BlueBARGE:

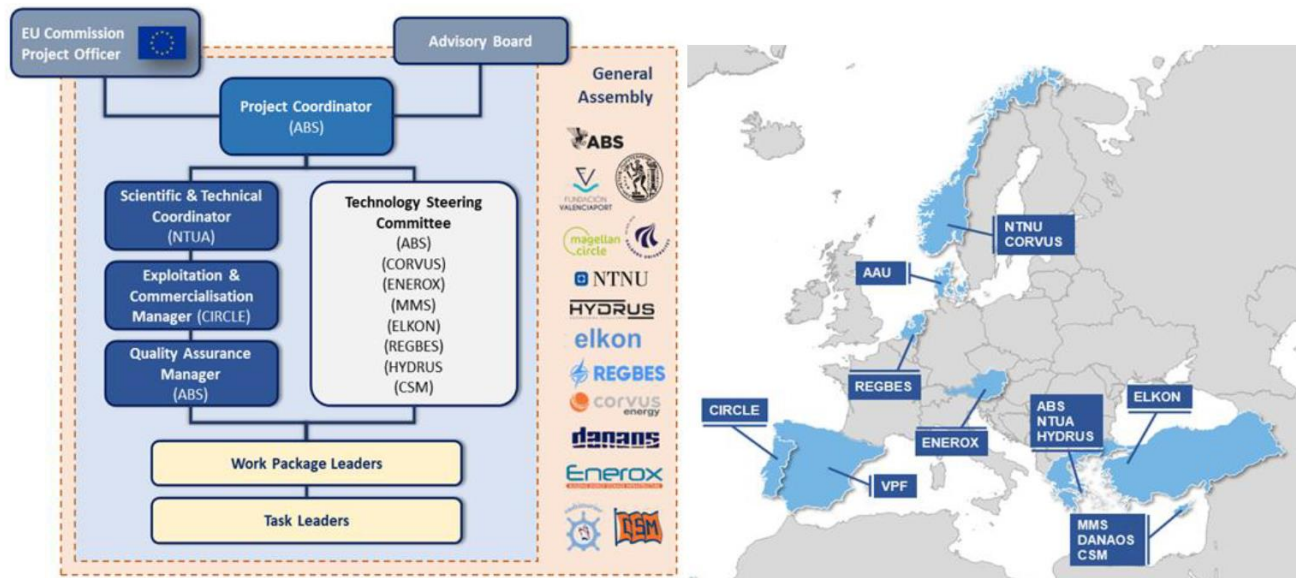


Figure 1: Overview of the management structure of BlueBARGE and map of the partner's countries consisting the consortium

2.1 – Project Coordinator

The Project Coordinator (PC) is the legal entity acting as the intermediary between the project beneficiaries and the granting authority. The PC shall, in addition to its responsibilities as a project member, perform the tasks assigned to it as described in the Grant Agreement and the Consortium Agreement.

In particular, the PC is responsible for:

- Monitoring compliance of the partners with their obligations under the Consortium Agreement and the Grant Agreement
- Keeping the address list of partners and other contact persons updated and available
- Collecting, reviewing, and submitting reports, deliverables, and other specific requested documents to the granting authority
- Scheduling, chairing, keeping the minutes, and monitoring the implementation of decisions taken at formal meetings, such as the General Assembly
- Transmitting promptly documents and information connected with the Project to any other Party concerned
- Administering the financial contribution of the granting authority and fulfilling the financial tasks as described in detail, in Section 7.2 of the Consortium Agreement
- Providing, upon request, the Parties with official copies or originals of documents that are in the sole possession of the Coordinator when such copies or originals are necessary for the Parties to present claims
- Arranging any necessary amendments, decided upon by the General Assembly, to the Grant Agreement with the Granting Authority.

Table 1: Project Coordination team

Key role abbreviation	Key Role	Partner	Responsible Person
PC	Project Coordination	ABS	Konstantinos Voutzoulidis kvoutzoulidis@eagle.org Katerina Vasileiadou kvasileiadou@eagle.org

2.2 – Technical Manager

The Technical Manager (TM) (NTUA) is a technological-oriented partner who is in charge of overseeing and monitoring the overall technical work and progress of the project and ensures that the technical activities are carried out in accordance with the Grant Agreement. The Technical Manager (TM) will coordinate and assist WP Leaders on technical issues and will undertake initiatives in order to propose technical solutions and fine-tune technical orientations whenever this is necessary. The TM will also follow up the technical work carried out in the related tasks and propose technical modifications for achieving the project's objectives when needed. Finally, the TM will report about technical and scientific deviations from the project work plan and constantly cooperate with the project's administrative management.

In summary, the TM will regularly discuss the project's technical progress with the PC and the Technology Steering Committee and in case deviations from the plan and the GA are identified, proper actions will be decided.

Table 2: Scientific and Technical Management team

Key role abbreviation	Key Role	Partner	Responsible Person
TM	Technical Manager	NTUA	Nikolaos Ventikos niven@deslab.ntua.gr Marios Koimtzoglou marioskoim@mail.ntua.gr Manolis Annetis mannetis@mail.ntua.gr Panagiotis Swtiralis pswtiralis@mail.ntua.gr

2.3 - Technology Steering Committee

The Technology Steering Committee consists of partners with technical background, which have a technical role, among others, within the BlueBARGE project. The Technical Steering Committee will be chaired by the Technical Manager and will meet during pre-set intervals, as defined by the Technical Manager. The scope of the Technology Steering Committee is to monitor the technical path and progress of the project and align the technical developments with the intents of the Grant Agreement. Furthermore, during the execution of the technical work, any observed problems/issues will be escalated for resolution to the members of the Technology Steering Committee, and will be overseen and monitored by the Technical Manager.

The members of the Scientific Technical Committee are listed in Table 3.

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Table 3: Technology Steering Committee Members

Partner	Responsible Person
NTUA	Nikolaos Ventikos niven@deslab.ntua.gr Marios Koimtzoglou marioskoim@mail.ntua.gr Manolis Annetis mannetis@mail.ntua.gr Panagiotis Swtiralis pswtiralis@mail.ntua.gr
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REGBES	Mert Doganli mertdoganli@regbes.com Özhan Atmaca ozhanatmaca@regbes.com Ali Türk alitürk@regbes.com
MMS	Pavlos Phokas pavlos.phokas@multimarine.com.cy Phil Kassinos philios.kassinos@multimarine.com.cy Andreas Assiotis andreas.assiotis@multimarine.com.cy
CORVUS	Lars Ole Valøen lvaloen@corvusenergy.com Efraim Kanestrøm ekanestrom@corvusenergy.com Bas Bodenan bbodenan@corvusenergy.com
ENEROX	Martin Harrer martin.harrer@cellcube.com Fabio Denner fabio.denner@cellcube.com Michael Dolkowski michael.dolkowski@cellcube.com
CSM	Pablo Mussi p.mussi@csm-d.com Philippos Iouliauou p.iouliauou@csmcy.com

2.4 – Work Package Leaders

The Work Package Leaders (WPLs) are responsible for the completion of the WP activities and deliverables on time, within the provided budget and with the highest possible quality. WPL's main responsibilities include, but are not limited to:

- Leading and coordinating the task activities involved in the WP through the Task Leaders
- Ensuring adequate quality of the WP work and deliverables
- Stimulating interaction and proactive sharing of information with other WPs
- Reporting and presenting in the WPL's monthly meetings and in the bi-annual progress meetings the related WP activities and progress
- Reporting to the Project Coordinator and WPLs risks and unforeseen events that may affect the Project's smooth progress.

The WP leaders decide on the frequency, duration, and agenda of the WP meetings. However, it is expected that at least one regular, monthly meeting, during the course of the respective WP activities, is scheduled. The minutes of the meeting should be kept and be available to all partners in the project's repository folders.

The WP leaders are listed in the following table:

Table 4: Work Package Leaders

WP No.	WP Title	WP Leader	Responsible Person
WP1	Project Coordination and technical steering	ABS	Konstantinos Voutzoulidis kvoutzoulidis@eagle.org
WP2	Performance assessment, verification and qualification power supply use cases	NTUA	Manolis Annetis mannetis@mail.ntua.gr
WP3	Design and development of BlueBARGE power supply and integration modules	AAU	Amin Hajizadeh aha@energy.aau.dk
WP4	Overall BlueBARGE performance assessment and optimisation	VPF	Nacho Benítez nbenitez@fundacion.valenciaport.com
WP5	Design and interfacing of BlueBARGE innovation	HYDRUS	Astrinos Papadakis a.papadakis@hydrus-eng.com
WP6	Scaling, prototyping and modularity of the BlueBARGE design	MMS	Pavlos Phokas pavlos.phokas@multimarine.com.cy
WP7	Testing and demonstration of the smaller-scale BlueBARGE prototype	ELKON	Erdeniz Erol eer@elkon-tr.com
WP8	BlueBARGE engagement, outreach and commercialisation	MAGCIR	Valeria Burlando valeria.burlando@magellancircle.eu

2.5 – Task Leaders

Each task is led by a Task Leader (TL), who oversees the execution activities, coordination of work, and makes the day-to-day technical decisions that affect the subject task. More specifically, the TLs are responsible for:

- Planning and monitoring activities outlined in each task
- Timely submission of related deliverables
- Regular communication with the WPL to discuss progress
- Communicating potential problems identified during the implementation of the activities
- Compiling other partners' input in deliverable
- Sending the deliverable in time to the WPL for review
- Integrating reviewers' comments in the deliverable and preparing the final version.

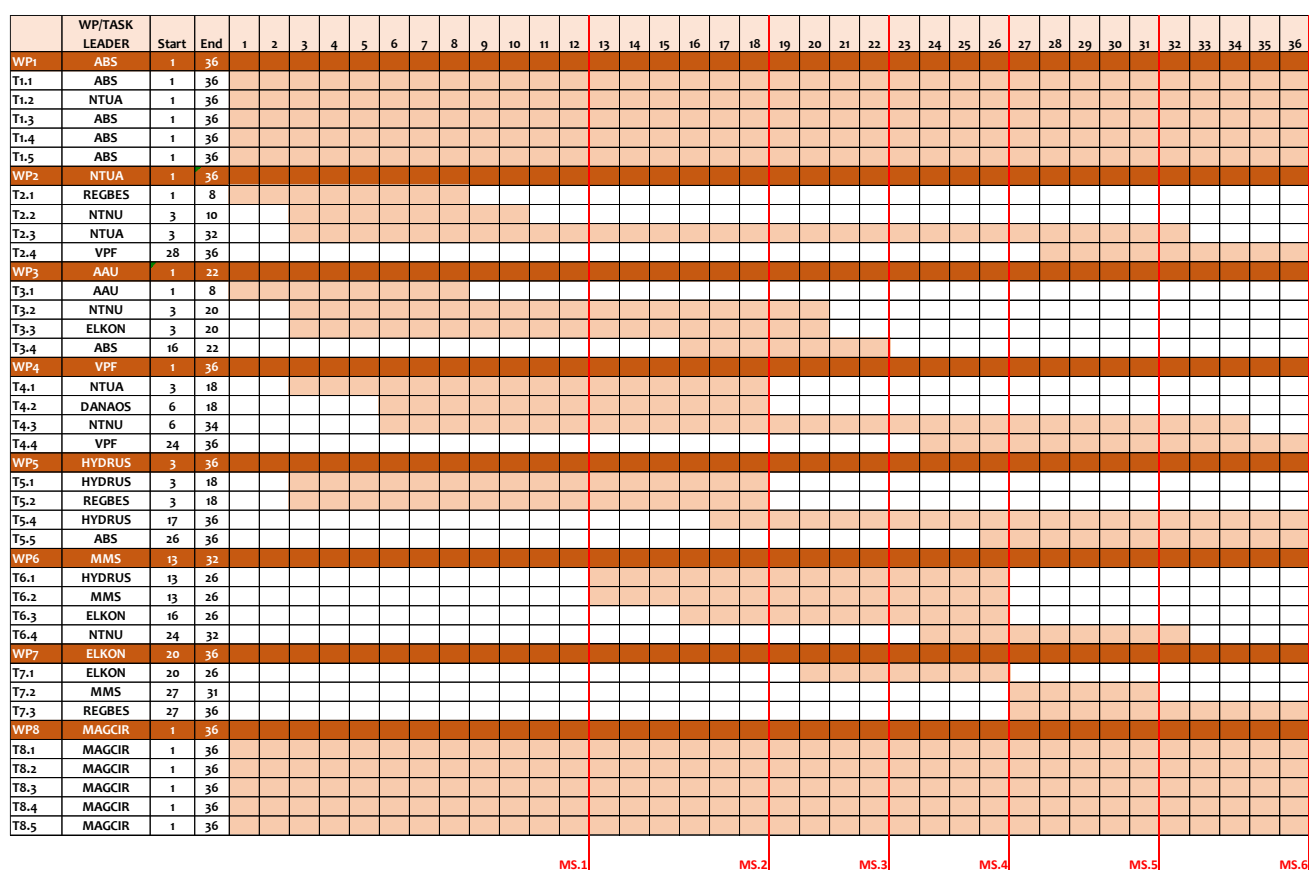
The specific tasks and the respective Task Leaders as per the Grant Agreement are listed in the next table:

Table 5: Tasks and assigned Task Leaders

Task No.	Task Title	Leader	Start	End
T1.1	Project administrative and financial coordination	ABS	1	36
T1.2	Strategic technical steering	NTUA	1	36
T1.3	Quality control and risk management	ABS	1	36
T1.4	Data and ethics management	ABS	1	36
T1.5	Advisory Board	ABS	1	36
T2.1	Use cases and power demand specifications	REGBES	1	8
T2.2	Technical, operational and safety requirements	NTNU	3	10
T2.3	Technical and operational safety assessment	NTUA	3	32
T2.4	Guidelines and training for the provision of offshore power supply services	VPF	28	36
T3.1	Specifications for power supply and microgrid	AAU	1	8
T3.2	Design and development of individual power supply modules	NTNU	3	20
T3.3	Design of BlueBARGE integration module	ELKON	3	20
T3.4	Performance assessment, verification and qualification	ABS	16	22
T4.1	BlueBARGE assessment and optimisation framework	NTUA	3	18
T4.2	BlueBARGE alternatives and optimum design	DANAOS	6	18
T4.3	Advanced assessment and optimisation tool	NTNU	6	34
T4.4	BlueBARGE overall performance	VPF	24	36
T5.1	BlueBARGE alternative designs and way forward	HYDRUS	3	18
T5.2	Interfacing and compatibility analysis for ships, ports and local grid	REGBES	3	18
T5.3	Detailed design of the BlueBARGE promoted alternative	HYDRUS	17	36
T5.4	Approval-in-Principle of BlueBARGE	ABS	26	36
T6.1	Downscaling and retrofit design	HYDRUS	13	20
T6.2	Retrofitting and commissioning of the small-scale BlueBARGE system	MMS	13	26
T6.3	Preliminary testing of power supply performance	CSM	16	26
T6.4	Scalability and modularity analysis of the integrated system	NTNU	24	32
T7.1	Detailed definition and description of the pilot demonstration	ELKON	20	26
T7.2	BlueBARGE operation and power supply pilot demonstration	MMS	27	31
T7.3	Validation, lessons learnt for full-scale barge, recommendations and best practices	REGBES	27	36
T8.1	BlueBARGE outreach strategy	MAGCIR	1	36
T8.2	Dissemination and communication tools and activities	MAGCIR	1	36
T8.3	Stakeholders mapping and engagement	MAGCIR	1	36
T8.4	Exploitation plan and market analysis	MAGCIR	1	36
T8.5	IPR management and business sustainability	MAGCIR	1	36

The following GANTT chart is a graphical representation of the organization per work package, demonstrating the timespan of tasks and due dates of the deliverables over the course of the project.

Table 6: BlueBARGE Gant Chart



2.6 – General assembly

The General Assembly is the ultimate decision-making body of the consortium for all issues concerning matters not considered within the Grant Agreement. The General Assembly is chaired by the Project Coordinator and composed of one representative person from each partner for voting purposes.

Every partner should be present, or represented, or appoint a substitute to attend and vote at the GA meetings. The GA shall not decide validly in meetings unless two-thirds (2/3) of its members are present or represented.

Decisions shall be taken by a majority of two-thirds (2/3) of the votes cast. The decisions taken by the GA are binding for all partners.

The GA is held approximately twice a year with the purpose of discussing, face-to-face, the overall status, challenges, and shape the course of the project. For effective collaboration, it is expected that every partner actively engages and contributes in a cooperative manner during the meetings

2.7 – Advisory Board

The Advisory Board (AB) is composed of external experts recognized in their respective field and their role is to provide independent opinion, acting as advisors of the project's progress. More specifically, the aims of the AB are to:

- Provide recommendation on scientific developments of the project
- Provide consultation on selected project activities

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- Validate at high-level the results of the project
- Help identify new fields of application and market potential
- Amplify the dissemination and awareness of the initiative.

The PC should ensure that a Non-Disclosure Agreement (NDA) is signed between all Parties and each AB member before any confidential information is exchanged/disclosed and not later than 30 days after their nomination.



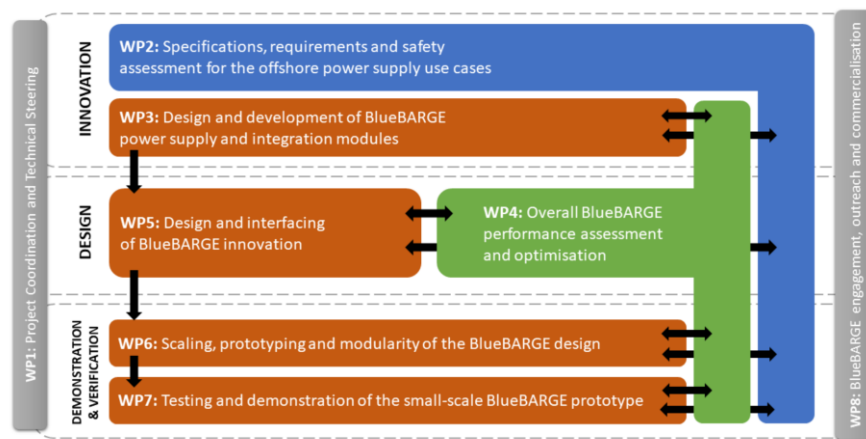
3 – Project Execution

3.1 – Main Work Packages

The BlueBARGE project consists of the following eight (8) Work Packages (WP) (Figure 2) with detailed description of each Work Package being available in Annex 1 of the Grant Agreement.

- WP1 – Project Coordination and technical steering
- WP2 – Performance assessment, verification and qualification power supply use cases
- WP3 – Design and development of BlueBARGE power supply and integration modules
- WP4 – Overall BlueBARGE performance assessment and optimisation
- WP5 – Design and interfacing of BlueBARGE innovation
- WP6 – Scaling, prototyping and modularity of the BlueBARGE design
- WP7 – Testing and demonstration of the smaller-scale BlueBARGE prototype
- WP8 – BlueBARGE engagement, outreach and commercialisation

Figure 2: BlueBARGE WP structure



3.2 – Deliverables

The deliverables are the official project documents submitted to the European Commission (EC) as the product of research or advancements in each Work Package or Task.

The table below contains a list of all planned deliverables, in date order. The deliverables that have a “Public” (PU) dissemination level shall be published on a dedicated section of the project website while the Sensitive (SEN) ones are restricted for use only within the consortium.

Table 7: List of Deliverables

No.	Deliverable Title	Work Package	Type	Dissemination	Due month
D1.1	Project Administrative and Financial Management	WP1	R	PU	4
D1.2	Project Quality and Risk Management	WP1	R	PU	5
D1.3	Data Management Plan	WP1	DMP	PU	6
D8.1	Communication and dissemination plan	WP8	R	PU	6

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D8.4	IPR Management and Business Sustainability Model	WP8	R	SEN	6
D1.6	Ethics Compliance	WP1	R	PU	8
D2.1	BlueBARGE use cases, technical specifications and requirements	WP2	R	PU	8
D3.1	Power supply modules and microgrid specifications	WP3	R	PU	8
D4.1	Performance assessment framework and KPIs	WP4	R	PU	12
D5.1	BlueBARGE design alternatives	WP5	R	SEN	12
D8.6	Stakeholders Analysis, Exploitation Plan and Comprehensive Market Analysis Report	WP8	R	PU	12
D3.2	Report on power supply alternatives, microgrid and EMS design	WP3	R	SEN	14
D1.4	Data Management Plan-rev.1	WP1	DMP	PU	18
D4.2	Design alternatives evaluation report	WP4	R	PU	18
D5.2	Interfacing design and compatibility analysis	WP5	R	SEN	18
D8.2	Communication and dissemination plan-rev.1	WP8	R	PU	18
D8.5	IPR Management and Business Sustainability Model - rev.1	WP8	R	SEN	18
D3.3	BlueBARGE hybrid battery system	WP3	DEM	SEN	20
D3.4	New Technology Qualification Statement of Maturity	WP3	R	PU	22
D6.1	BlueBARGE prototype design	WP6	R	SEN	22
D6.2	Manufactured small-scale prototype and testing	WP6	DEM	SEN	26
D7.1	Validation and pilot demonstration plan	WP7	R	PU	26
D5.3	BlueBARGE basic design	WP5	R	SEN	28
D7.2	BlueBARGE three-phase demonstration	WP7	DEM	PU	31
D2.2	Technical and operational safety assessment report	WP2	R	PU	32
D6.3	Scalability and modularity analysis report	WP6	R	SEN	32
D4.3	Advanced assessment and optimisation tool	WP4	R	SEN	34
D1.5	Data Management Plan - rev.2	WP1	DMP	PU	36
D2.3	Guidelines and training for offshore power supply	WP2	R	PU	36
D4.4	BlueBARGE overall performance assessment	WP4	R	PU	36
D5.4	BlueBARGE detailed design	WP5	R	SEN	36
D5.5	Approval-in-Principle for BlueBARGE	WP5	R	PU	36
D7.3	Validation, lessons learnt, recommendations and best practices	WP7	R	PU	36
D8.3	Communication and dissemination plan -rev.2	WP8	R	PU	36
D8.7	Stakeholders Analysis, Exploitation Plan and Comprehensive Market Analysis Report - rev.1	WP8	R	PU	36

3.3 – Internal communications

Effective channels for internal communication are established from the beginning of the project to allow for proper coordination, smooth cooperation, and efficient exchange of necessary information between the project partners.

Communication within the project is performed via:

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- Email by using the official contact lists set by the PC and stored in the project's repository folders,
- Formal (ordinary) meetings that take place physically,
- Other periodic, internal, meetings which are held virtually.

3.3.1 – Formal meetings

General Assembly meetings and other formal meetings will be scheduled by the Project Coordinator (PC) in accordance with the provisions of the Consortium Agreement. The PC shall call meetings no later than 30 days before the date of the meeting. Especially for physical meetings, proposed dates will be discussed and decided over polls at an early stage, i.e. at least three (3) months before the meeting.

A written agenda shall be prepared and sent by the PC no later than 14 days before the date of the meeting. Any Member of the Consortium may add an item to the original agenda by written notification to all the other Members of the Consortium no later than 7 days before the date of the meeting.

Any agenda item requiring a decision by the Members of the Consortium must be identified as such on the agenda. During a meeting the Members present or represented can unanimously agree to add a new item to the original agenda.

The PC shall chair the meeting and produce written minutes of the meeting which shall be the formal record of all decisions taken. The chairperson shall send the draft minutes to all members within 10 days after the date the meeting was held.

Each member of the Consortium that attended the meeting has the right to request amendments and additions to the written minutes of the meeting (MoM) based on factual data. The MoM shall be considered as accepted if, within 10 days after the date the MoM was sent, no Member raises an objection, in writing, to the chairperson with respect to the accuracy of the draft MoM.

The final version of MoM shall be stored in the project's repository.

Each partner shall make every reasonable effort to attend, by at least one representative person, at every GA meeting.

The maximum number of participants and/or the number of participants from any partner, may be limited by decision of the PC, as long as objective difficulties are present and same is communicated early in advance.

3.3.2 – Other periodic meetings

To track progress and project activities, regular monthly meetings should be held virtually, through Microsoft TEAMS or other equivalent service provider.

- Monthly meetings per Work Package chaired by the responsible WPL
- Monthly meetings with the WPLs, chaired by the PC.

Although meetings of this type may have a tentative nature and may be held at the discretion of each WPL or PC, the minutes of meetings should be produced and made available to the other partners after each meeting in accordance with the provisions of the Consortium Agreement.

Other meetings may be held on an ad-hoc basis, called by any WPL or the PC as required by the project needs.

3.3.3 – Email Communications

Daily communications are supported by using the established mailing lists found in the Project's repository, namely:

- A mailing list that includes all project participants
- A mailing list that includes only the Work Package Leaders
- A mailing list per Work Package (WP1, WP2, etc.) that includes personnel concerned
- A mailing list that includes only the General Assembly representatives from each partner.

During the course of the project, the mailing lists will be updated, and additional ones may be added to meet the project's specific needs. All requests related to the email lists shall be addressed to the Project Coordination team.

3.3.4 – Conflicts

Technical issues or conflicts within the project activities that do not involve any contract, budget, resource allocation or overall project goals changes shall be discussed within the related WP level first. If the decisions reached at WP level are unacceptable by any single consortium partner, the conflict will be resolved according to a conflict resolution procedure that can be summarized in the next steps:

1. Consortium members involved in the implementation of a WP, shall notify the WP leader about an emerging conflict.
2. The WP leader evaluates whether the matter requires bilateral discussions or a larger group meeting. The WPL shall then inform the PC on the following steps.
3. The outcome of the bilateral discussions or group meeting shall be reported to the PC.
4. If no consensus can be reached, the PC shall contact the responsible parties and try to resolve the conflict on the basis of mutual agreement.
5. If the disagreement remains, the issue is escalated to the GA. The decision that will be made at that level will be considered as the final resolution of the issue.

3.3.5 – Project repository

BlueBARGE project repository is a dedicated folder in Microsoft Teams in which all partners are granted access by the Project's Coordinator. Partners shall use this repository to avoid sharing documents via email; however, if partners prefer their own workspace tools, they may do so, as long as the final documents, such as the submitted deliverables, draft documents that require contribution and collaboration, etc., are uploaded to the BlueBARGE repository.

All administrative documents relevant to the meetings such as agendas, presentations and minutes of meetings need to be uploaded to the project's repository.

All data produced by the project management activities are confidential and shall be available only to the members of the consortium, unless agreed otherwise.

3.4 – External communications

All material used for external communication purposes should comply with the project identity characteristics as specified in the deliverable D8.1 "Communication and dissemination plan" and found

in the project's repository folder. Partners should refer to this deliverable to ensure that any future published material meets the set requirements.

All partners should strive to establish and maximize the project's visibility through various actions:

- Use of project logo and templates
- Promoting project material such as posters, leaflets, videos
- Preparing publications (Scientific papers, deliverables, press releases)
- Participating in events (Workshops, training sessions, conferences)
- Online presence (website, newsletters, social media)
- Synergies with other projects

Partners participating in dissemination actions should notify the dissemination activities task leader and report said actions by filling out the dedicated Dissemination Reporting template, stored in the project's repository folder.

3.5 – Change Management

The change management process defines the activities related to identifying, documenting, assessing, approving, prioritizing, planning, and controlling changes and communicating them to all relevant stakeholders. It is a four-step process that the project management team (PC, TM) executes whenever required throughout the project lifecycle.

- **Change Identification:** a request for a change can be raised during meetings as a result of decisions, issues, risks or submitted formally via an email to the Project Coordinator.
- **Change Assessment:** the impact of the change on the project scope, schedule, budget, quality, or other project boundaries is assessed by the project management team and recommended actions are evaluated.
- **Change Approval:** For changes which do not have a significant impact on delivery times, budget, or project goals the changes can be agreed between the concerned parties. For other changes, consensus shall be reached by the General Assembly and then, the PC will submit a request for amendment of the Grant Agreement to the granting authority.
Change Implementation: upon Change Approval, all involved partners shall be formally informed by the PC, and the activities related to the implementation of changes will be documented.

4 – Financial coordination

4.1 – Financial reporting

During the bi-annual progress meetings, the PC provides the following information to the GA:

- The total project expenses declared so far against the planned budget
- The personnel effort (Person-Months) declared so far, within each Work Package and per partner, against the planned budget

The Finance Report is compiled by the PC using the information gathered by each beneficiary. Rules of eligibility of costs and procedures for computing them are extensively described in the GA. All partners are requested to submit their finance information to the PC not later than 15 days after the deadline of the periodic report.

The financial statement should be according to the partners' normal accounting rules. However, each partner should check that:

- The project costs are correctly identified within their accounts
- Only eligible costs are claimed for and can be separated from any non-eligible costs
- All records (timesheets, invoices, receipts etc.) are properly stored and are retrievable in the case of an audit up to 5 years after the end of the project

The PC is responsible for collecting, checking, and compiling the project's Financial Report. The PC will also inform the PO of any delays or difficulties encountered in the production and compilation of the report including any delay in receiving information from a partner or a major discrepancy and, where necessary, propose a contingency plan.

In the case of a partner not submitting their financial statement on time, the PC can decide whether or not to include that partner's data in the submission to EC. Excluding a partner's financial statement will result in them having to wait until the next reporting period for further funds but would allow the payments to all other partners to be delivered on schedule and avoid the delay of payment to majority of the consortium.

4.2 – Project reviews

Besides the bi-annual progress meetings and the planned deliverables submission, the consortium is also contractually bound to provide periodic technical and financial reports to the European Commission. The reporting calendar is established in the Grant Agreement and shown in Table.

Table 8: Official project review

Review Np.	Meeting type	Comments	Due month
1	Interim Review meeting		M18
2	Final Review meeting		M36

During these reviews, the progress is presented by the Project Coordinator to the Project Officer who assess the proper implementation of the action and compliance with the obligations under the Agreement.

On specific issues and upon timely notice by the PC, Work Package Leaders or other partners may be asked to participate in the review meeting to support the process with their expertise.

5 – References

- BlueBARGE “Grant Agreement” 101138694, FINAL version 01, 2023-11-21*
- BlueBARGE “Consortium Agreement”, FINAL version 01, 2023-12-22