Orcelle Horizon

Wind as main propulsion

Deliverable D1.1 - Governance structure, communication flows and methods

Vår Emilie Kjærnes

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2.0	14/08/2023	Changes to GA members MCT and SG. Internal technical reporting intervals change from 3 months to 6 months.	Vår Emilie Kjærnes

Abstract

Deliverable abstract	
This document describes the governance structure and communication procedures (flows and methods) for the project consortium. The document will follow state-of- the-art procedures for Horizon Europe governance, including adaptations to the needs of the project with two large-scale construction processes of vessels. Relevant to task 1.1 - Project coordination and management.	

Contents

1 Introduction

There are two main objectives of the Governance Structure, Communications and Methods report, from now on referred to as the Project Management Handbook (PM Handbook). It provides standardized procedures and templates to ensure the highest level of project management and serves as a resource for all beneficiaries for numerous daily activities of the project.

The consortium partners will work more collaboratively if the guidelines presented in this document are followed. All project partners are expected to use this deliverable to ensure the quality assurance of project procedures and outputs and to mitigate potential deviations from the project work plan.

1.1 Document Structure

This document sets out:

1. The management structure within the consortium and rules on decision-making.
2. Internal collaboration methods and channels.
3. Reporting routines, both internal consortium routines to monitor project progress, but also expectations regarding reporting to the European Commission.
4. Communication and dissemination practices.

The PM handbook serves as a supplement to the legally binding paperwork (Consortium Agreement and Grant Agreement). This deliverable may be changed at any point over the project's duration to meet the needs of the consortium. All project participants shall be properly informed of any changes made in relation to the prior version whenever this deliverable is updated.

1.2 Reference Documents

The Grant Agreement (GA) and the Consortium Agreement (CA) outline the general guidelines for carrying out projects supported by the European Union. This PM handbook will by no means at any point in time replace any rules or regulations provided by the EU in the forementioned documents (GA and CA), including the Annotated Model Grant Agreement (AMGA) and the online manual provided by the EU.

The order of which the consortium shall seek information shall be as follows:

1. The Grant Agreement (all annexes)
2. The Annotated Model Grant Agreement
3. The Consortium Agreement
4. EU online manual
5. This document

1.3 List of Abbreviations

Abbreviation	Meaning
AMGA	Annotated Model Grant Agreement
CA	Consortium Agreement
CO	Coordinator
DoA	Description of the Action – Annex 1 to the GA
EC	European Commission
F&T Portal	Funding and Tenders Portal
GA	Grant Agreement
HE	Horizon Europe
PM	Project Manager
PSG	Project Steering Group
PO	Project Officer
RP	Reporting Period
WP	Work Package
WPL	Work Package Leader

2 General Project Information

In the ORCELLE project we will develop and demonstrate a solution for wind as main propulsion. With wind as main propulsion we mean an energy efficiency gain of more than 50% as an average saving in full year operation. Under ideal sailing conditions the energy efficiency gains are close to 100%.

Engines are only used in situations with insufficient wind resources, for maneuvering and increased ship safety. ORCELLE builds on several large previous projects where we have worked to build simulation tools, wing systems and initial designs of a prototype vessel. In this project we combine improvements to the simulation framework and wing systems by building two physical demonstrators: A 1-wing retrofit (targeting 10% efficiency gains) and a multi-wing newbuilt demonstrator (targeting +50% efficiency gains overall). The demonstrators are RoRo (PCTC) vessels that will operate in a trans-Atlantic route transporting cars and other cargo. We have an extensive set of sensor systems onboard the ships which will allow them to function as research vessels to validate & improve designs, simulation tools and prototype designs of ship & wing systems. A tailored, dynamic weather routing software and service will be developed to optimize sailing performance.

The project is a strong opportunity to combine the investments needed to get full scale demonstration and data capture with advanced models and tools for wing propulsion vessels. The project coordinator is Wallenius Wilhelmsen, a world leading RoRo logistics operator with some 130 RoRo vessels in global service. Beyond the demonstrator, we use the models and tools to develop advanced conceptual designs and operational plans for multiple vessel types: Tanker/bulk carriers, shortsea vessels, containerships, cruise, and ferries. This forms the basis for our dissemination & exploitation work to enable a large-scale shift towards wind as the main propulsion on a very high percentage of vessels (relevant for 80%+ of the world fleet). ¨

2.1 Project Setup

The project is divided into 7 work packages (WP's). Within each WP there are tasks to be completed. The tasks will contribute to the completion of a set of deliverables that have to be submitted to the EU according to the project timeline. When a certain set of deliverables is completed, it will lead to milestone accomplishments.

Project milestones serve as checkpoints to track progress. These may coincide with the conclusion of a WP or significant deliverable, enabling the start of the project's next stage of work.

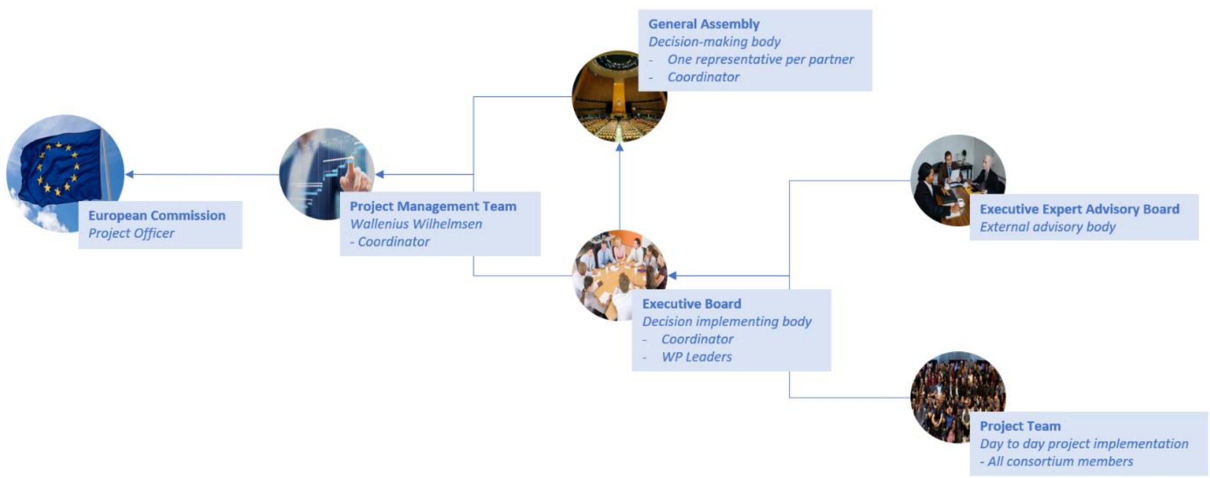
Information on project deliverables, milestones, risks, project plan etc. can be found on the projects dedicated SharePoint site.

2.2 Beneficiaries

Beneficiary No	Beneficiary Name	Acronym
1	Wallenius Wilhelmsen	WalWil
2	RISE Maritime	RISE
3	Kungliga Tekniska Högskolan	KTH
4	University Gent	UGent
5	Alfawall Oceanbird AB	AW
6	StormGeo UAB	SG
7	Volvo Personvagnar AB	Volvo
8	Maritime Cleantech	MCT
9	Ethnicon Metsovion Polytechnion – National Technical University of Athens	NTUA
10	Wallenius Marine AB	WM
11	DNV GL SE	DNV

3 Project Governance Structure

The project consists of five different working groups, in addition to the Funding Authority as the overseeing body.



3.1 The Funding Authority

The EC is the Granting Authority, and a committed project officer serves as its representative (PO). The PO in charge of this project is Anna Karamigkou. She is the sole point of contact for any problem the consortium may run into during the project, whether it be scientific, technical, legal, or financial. She also oversees the scientific and technological development of the project.

Only the CO, or the Project Manager(s), if authorized, may email the PO directly or use the F&T portal's communication channel to do so.

3.2 The Project Steering Group

It is Wallenius Wilhelmsen that has been appointed coordinator of this project and therefore, will create the Project Steering Group (PSG). The team consists of several roles within coordination, technical expertise, commercial interests, as well as communication and dissemination.

3.2.1 Activities

The PSG's main activities are:

1. Overseeing the work carried out by the consortium members.
2. Ensuring quality, initiating processes, and;
3. Providing the overall organizational framework (this document);
4. Including an internal progress reporting mechanism; maintaining and adhering to the Consortium Agreement (see section Project Progress Monitoring and Reporting).
5. Risk management, including decisions on significant risks that may arise and work-plan deviations.
6. Resolving conflicts that may arise throughout the project lifecycle.

3.2.2 The Coordinator

The project coordinator from Wallenius Wilhelmsen is Vår Emilie Kjærnes (Operational Excellence Specialist). She assists the consortium by keeping track of deadlines, managing the project lifecycle, assisting the consortium with administrative, legal, and financial difficulties, and coordinates with the PO. Her assistant coordinator on financial matters is Michaela Vrzalova (Manager Accounting and Financial Control Norway).

3.2.3 The Project Manager

Jon Tarjei Kråkenes (Head of the Orcelle Accelerator) and Lars Dessen (VP Newbuilding & Projects) are the Project Managers in the PSG from Wallenius Wilhelmsen. Jon Tarjei will oversee WP 1, as well as all commercial-related deliverables. Lars Dessen will oversee the technical deliverables together with Carl Fagergren (Project Manager) from Wallenius Marine.

The PSG will stay in constant contact to ensure project progress and will schedule regular meetings throughout the project lifecycle.

3.3 The General Assembly

One delegate from each beneficiary makes up the General Assembly, which is the project's top decision-making body. Each member must have the power to make decisions on behalf of their individual organization and the General assembly is chaired by Henrik Skjerve. Ordinary General Assembly meetings must be organized by the chairperson at least **once every twelve months**, or sooner if a situation requires it.

The General Assembly has the authority to propose modifications to the project's budget, content, or intellectual property rights as well as to decide whether to make those changes. It has the exclusive power to decide whether to accept or reject requests to change the CA. The General Assembly must give final approval to any amendments made to the workplan by the Executive Board.

Section 6 of the CA contains a list of the General Assembly's duties.

The eleven Orcelle partners' representatives are as follows, along with the substitutes for each:

Beneficiary	Member of the GA	Substitute
WalWil	Henrik Skjerve	Jon Tarjei Kråkenes
RISE	Sofia Werner	Christian Finnsgård
KTH	Jakob Kuttenkeuler	Ulysse Dhomé
UGent	Wim De Waele	Kris Hectors
AW	Mikael Razola	Niclas Dahl
SG	Christer Hansen Eriksen	Christoph Steinbach
Volvo	Staffan Johannesson	Charlotte Kjellberg
MCT	Øystein Huglen	Tonje Hovland
NTUA	Apostolos Papanikolaou	George Zaraphonitis
WM	Carl Fagergren	Martin Carlweitz
DNV	Johanna Tranell	Hasso Hoffmeister

Jon Tarjei Kråkenes and/or Vår Emilie Kjærnes, Project Steering Group members at WalWil, will organize and attend the GA meetings but do not have voting rights. If Henrik Skjerve is not present, then Jon Tarjei Kråkenes will have voting rights as substitute.

3.4 The Executive Board

The Executive Board is the decision-implementing body in charge of overseeing the project's day-to-day operations. It is a forum where work package leaders (WPLs) can interact, communicate, and talk about areas of the work plan to ensure that the project is progressing technically and that they are delivering the greatest possible standard. The Executive Board generally convenes **every three months** or as needed.

Section 6 of the CA contains a list of the Executive Board's duties.

The representatives from of the 7 work package leaders are:

WP	Member of the EB	Institution
WP 1	Jon Tarjei Kråkenes	WalWil
WP 2	Sofia Werner	RISE
WP 3	Mikael Razola	AW
WP 4	Vendela Santén	RISE
WP 5	Carl Fagergren	WM
WP 6	Apostolos Papanikolaou	NTUA
WP 7	Tonje Hovland	MCT

Vår Emilie Kjærnes, CO, will organize and attend the EB meetings but do not have voting rights.

3.4.1 The Work Package Leaders

Coordination of the tasks within each WP is the responsibility of the WP Leaders. They oversee the deliverables and milestones within their WP and must communicate frequently and closely with the consortium members that are a part of this work. The PSG is in continual communication with the WPLs. **Every three to six months**, each WPL must provide an update on the status of the technical progress for their WP (see Section Internal Reports).

3.5 The External Expert Advisory Board

The EEAB is a high-level institutional panel made up of independent experts from many fields who will offer extra quality assurance, counsel, and validation of the project's vision, global impact, and outreach in accordance with its intended use.

The consortium will be able to predict probable new developments and modify its course of action by using EEAB comments throughout the project. Work package leaders can include EEAB representatives in their panels and workshops, and the EB can invite them as necessary to its sessions.

Members of the EEAB will be defined as per purpose along the course of the project.

3.6 Decision-making Procedures

Consensus-based decision-making will always be prioritised within the consortium. If an agreement cannot be obtained, voting procedures will only be used as a last resort. Conflicts shall be actively resolved at their appropriate levels. The coordinator will assist with further conversations and dispute resolution if necessary. If a solution cannot be found, the General Assembly will be asked to make a final decision on the matter.

When two-thirds (2/3) of a consortium body's members are present or represented, the group can legitimately deliberate and make decisions (quorum). A vote is cast for each beneficiary present at the meeting if such a situation where voting is necessary occurs. A majority of two thirds (2/3) of the votes cast is required to make a decision.

More information on voting and decision procedures can be found in section 6 of the CA.

4 Collaboration Methods

4.1 Main Collaboration Channels

For the consortium to stay in touch throughout the project, a joint contact list has been created on the dedicated SharePoint site. All consortium members are responsible for updating this list if changes to their representatives in the project are made. The coordinator is to be informed of any changes made to the list.

The contact list will specify what role the different people have in the project, as well as if they have a position in any of the project boards.

There are several communication channels the consortium members can use to stay in touch with each other. The preferred platforms are mentioned below.

4.1.1 E-mail

The most common communication method to keep others informed of project progress is via email. To quickly identify if emails coming in are related to the project, a subject title is established: **HE Orcelle WP X (if applicable) then a more detailed explanation of the subject and due date for comments (if applicable).**

Example: HE Orcelle WP 5 Periodic Report Input, till 15th June 2023

4.1.2 SharePoint

Every member of the consortium now has access to a dedicated project SharePoint website. The SharePoint site serves as a platform for cooperation for all project-related papers, including WP information, instructions and processes, reports, templates, contact details, and legal documents.

All information is seen by every consortium participant. Depending on the member's contribution to the project, editing privileges may be provided.

The coordinator will notify all consortium members if new relevant information becomes available on the SharePoint.

4.1.3 Meetings

The consortium may convene in person or online whenever necessary, taking into account the maximum trip expenditure allotted.

Phone conferences are regarded as an efficient technique to stay in touch and give information on the status of the activities. The following conferences and gatherings are scheduled:

- There has already been a kick-off meeting.
- Executive Board meetings (at least one every 3 months) including all WP Leaders.
- General Assembly meetings (at least annually).
- External Expert Advisory Board meetings if requested by the Executive Board.
- A final project meeting.

- WP meetings, calls, and online conferences: whenever the WP leader requests them.
- Task leader or WPL requests meetings, calls, or web conferences at any moment.
- Review meetings required and attended by the EC PO. External reviewers are present.
- Wherever possible, meeting times and dates must be decided preferably three months in advance.

5 Document Structure and Management

5.1 File Naming Conventions

It is wise to follow a file naming standard to ensure efficient document management throughout the project lifecycle. The following naming conventions are to be used depending on the purpose of the document.

5.1.1 Project Documents

Internal Reports:
[Internal x Report_Mx_Beneficiary/WP]
Example Financial: Internal Financial Report_M6_WalWil
Example Technical: Internal Technical Report_M3_WP 1

Conference papers and presentations:
[HE Orcelle_ddmmyy_title_conference name_vx.x]
Example: HE Orcelle_080623_Wind propulsion in Shipping_NorShipping_v1.0

Meeting Minutes:
[HE Orcelle_ddmmyy_purpose_location_type_vx.x]
Example: HE Orcelle_220223_GA_Lysaker_Minutes_v1.0

5.1.2 Deliverables

Deliverable documents:
[Dx.x_Deliverable Name_vx.x]
Example: D1.1_Governance structure_communication and methods_v1.0

6 Project Progress Monitoring and Reporting

6.1 Reporting Types

There are three types of reports that the consortium needs to be aware of:

1. Internal reporting
2. Continuous reporting
3. Periodic reporting

Reporting will happen at various times throughout the project lifecycle, the most important being the periodic reporting submission periods set by the EC as they are payment sensitive. The periodic report will allow the EC to monitor progress on technical deliverables and the financial situation.

6.2 Internal Reporting

6.2.1 Technical

The technical progress report tracks the project's technical and scientific advancement for each work package. It is an internal document that is not distributed to the EC.

The template offered on the SharePoint website is available for usage by each WPL. It includes a brief explanation of any variations from the DoA - Annex 1 of the GA as well as an overview of the scientific work that has been accomplished for the current internal reporting period.

Every six months, WPLs are responsible for compiling the report so that it can be put on the EB agenda for consideration. The data acquired will form the foundation of Part B of the periodic technical report.

6.2.2 Financial

The project's financial advancement for each recipient is tracked in the financial progress report. Because it is an internal document, the EC is not sent a copy. The goal is to monitor project expenditure against the budget and make sure it is in line with the technical project progress. It includes a financial summary and a clear justification of any deviation from the initial budget.

Every six months, each beneficiary must compile a financial report and upload it to the appropriate location on the SharePoint site. They must also tell the CO when the file has been uploaded. The prior financial performance for the preceding period(s) should be included for each six-month interval. The best practice will be to make a copy of the previous internal financial report, rename it to suit the coming reporting month and add costs to the existing overview.

Example:
Internal Financial Report_M6_WalWil (includes all expenses from M1-M6)
Internal Financial Report_M12_WalWil (includes all expenses from M1-M12)

The Excel template for the financial reporting can be found on the dedicated SharePoint site within each beneficiaries dedicated folder.

6.3 Continuous Reporting

As the project starts, the F&T portal will make the continuous reporting module available. This can be used to report deliverables, milestones, and other activities throughout the project. The data uploaded here will make up Part A of the technical section in the periodic report.

The coordinator will be in charge of completing all result-related sections on behalf of the WPLs. The WPLs must fill in all results obtained through the project's internal technical reporting procedures in order for the coordinator to accomplish this task.

All information relating to dissemination, communication, and publication must be uploaded by the work package 7 lead (MCT). All consortium members are required to notify WPL 7 of any D&E-related activities they take part in or come across while working on the project in order for them to be recorded in the portal. You may find the appropriate document here.

6.3.1 Deliverables

WPLs are accountable for the accuracy and promptness of their WP deliverables. Before submitting a deliverable, a quality review procedure is carried out to ensure the greatest level of perfection.

1. One month before the submission date the responsible beneficiary and their author shall discuss with the WPL who will review the deliverable.
2. 4-2 weeks before the submission date, the deliverable is sent to the chosen internal expert and the WPL for review.
3. 2 weeks before submission the internal expert and the WPL provides feedback to the first draft and the author adjusts where needed.
4. 1 week before submission the second draft is sent to the coordinator and all EB members.
5. 4 days before submission the coordinator does a final check.
6. On the day of submission, the coordinator uploads a PDF version of the deliverable to the F&T Portal (at the latest) and to a dedicated folder on the project SharePoint.

All deliverables will follow the same setup as presented in the deliverable template on the dedicated SharePoint. See section Project Templates for reference.

The deliverables' level of dissemination can range from public to confidential (See Grant Agreement). The EC will automatically publish public deliverables on CORDIS and make them available to the broader public through a variety of communication channels. Only consortium participants and the EC services have access to confidential deliverables.

6.3.2 Milestones

An internal report for the reporting of milestones must be delivered to the EB and PSG by the deadline specified in the DoA (Annex 1 to the GA). Milestone reports can be brief (sent through email), but they must provide proof that the milestone has been reached. The CO will then mark the milestone as accomplished in the F&T Portal.

6.4 Periodic Reporting

One of the essential elements of the European Commission's project review is periodic reporting. Four reporting periods make up Orcelle's evaluation process:

- PR 1: M1 – M18
- RP 2: M19 – M36
- RP 3: M37 – M48
- RP 4: M49 – M60

The European Commission must receive periodic reports within 60 days of the end of each reporting period. The creation of the periodic reports and the contributions from each partner will be managed and coordinated by WalWil as they are project coordinator.

Every partner is required to provide a financial statement and input to the technical portion (Part B) of the periodic report. Only individuals from each partner institution who have been given specified roles (such as Participant Contacts, Project Financial Signatories, etc.) will have access to the F&T Portal to provide the data needed for the report.

Each beneficiary can submit their part to the financial report by logging into the F&T Portal. The Financial Statement section is found under ‘Manage Project’ where all necessary data can be inserted for the given reporting period. To ensure that the data has been inserted correctly and that the format is correct, this information can always be validated by the functionality available in the portal. The information that has been entered can be locked for review by partner members with "Participant Contact" roles. An internal reviewable PDF will be produced by this procedure. Only PFSIGN roles are able of unlocking the statement for further editing or electronically signing and sending it to the Project Coordinator.

The financial statements must include a certificate for payments that exceed specific thresholds (CFS). The thresholds can vary depending on the EC programme, but it is usually between 300.000 EUR – 400.000 EUR. Furthermore, even if the expenditures exceed the sums specified in the expected budget, all eligible costs must be recorded.

For the technical report, there are two parts:

- Part A: This section provides data that was created automatically by the portal's continuous reporting module.
- Part B (the narrative section) duplicates the application form and asks participants to describe any changes they have experienced (work not implemented, delays, budget overruns, new subcontracts etc.). It needs to be uploaded as a PDF file.

Always consult the Online Manual as reporting routines and rules may change over the course of the project.

Payment from the EC will only be made if the submitted report for the specified project term is accepted. The filed report will have 90 days for the EC to approve or reject it. If the report is accepted, the payment will probably happen within the 90-day window; otherwise, it won't happen until the report is approved.

All partners must validate and submit their financial and technical reports to the CO at least 30 days before the actual end of the reporting period because of the volume of information needed, the sensitivity of the data, and the importance of this process for the project's successful implementation and execution.

6.5 Project Reviews

The EC will typically hold a 1-day (online) review meeting following each periodic reporting, with participation from the PO, outside experts, the CO, and the WPLs. The objective is to assess the project's achievements from the most recent reporting period in terms of its scientific and financial advancement.

The PO may occasionally arrange extra reviews to address certain problems.

6.6 Potential Issues and Amendments

The primary goal of the beneficiaries is to complete the intended tasks and activities within the specified time and budget as stated in the Grant Agreement. Any deviations (such as delays, changes in a beneficiary's status, etc.) must be reported immediately to the CO. The CO will provide guidance to the beneficiaries and answer their questions. If additional action is required, the CO will get in touch with the PO to ask for explanations and the steps that should be taken.

Substantial deviations from the work schedule outlined in the DoA may call for an amendment, and they must be reported to the CO in writing. The beneficiary(ies) involved must first communicate their request for an amendment to the CO, and if it is approved, the beneficiary(ies) must then distribute an email to the consortium outlining the proposed changes' justification and any immediate effects on the budget, activities, work plan, etc. If it is determined that an amendment is necessary, the CO will seek the amendment process from the PO on behalf of the consortium in accordance with the guidelines outlined in the AMGA.

6.7 Project Templates

Consortium members are given access to templates for presentations (using PowerPoint), project deliverables, and reports to improve the outputs' consistency.

1. Deliverable Template
2. Internal Financial Report
3. Internal Technical Report
4. Power Point Presentation Template
5. Minutes of Meeting Template

Additional templates may be added as per purpose.

7 Audits

Audits will most likely happen after a reporting period but can also take place ad hoc if the EC finds it suitable.

There are two types of audits that may occur:

1. **Beneficiary or Beneficiary member audit by the EC.** This typically applies to multiple projects and may encompass one or more reporting cycles. After the final payment, these audits may take place up to two years later. The recipients are chosen at random.

2. **Certificate on the financial statement (CFS) audit.** A qualified, recognized external auditor must oversee all of the beneficiary's legitimately declared costs. Using the template provided by the EC on the F&T Portal, the auditor creates a report. The final report must include this certificate together with the financial statement. The audit's expenses are admissible. This type of audit is most likely to occur whenever a beneficiary has claimed a cost over a certain threshold.

7.1 Documentation

After the EC has made its final payment, all documentation must be preserved for five years. This includes financial records including invoices, timesheets, payslips, employment agreements, agendas, minutes, logbooks, and payment receipts. During a CFS or an audit by the EC, relevant documentation must be given to the auditor. This is not necessary for reporting.

8 Risk Management

The ambitious Orcelle roadmap could be badly impacted by several factors. The main risks for the project's realization are shown in the Table below. Each risk's likelihood and seriousness are rated as low (L), medium (M), or high (H). To lessen the likelihood of these events and to contain their effects if they cannot be prevented, Orcelle has developed a number of risk mitigation measures.

No	Description	Likelihood	Severity	WP	Risk Mitigation Measures
1	Test results show that model's predictions are inaccurate	L	M	2,3	Have several leading organisations working on models (RISE, KTH, NTUA, UGhent, AW, WM) and models are cross-checked, also with reality in operation. Use this system of cross-check to evaluate and choose among models. Have a long project period that also will be used to iterate and improve models.
2	Lack of trust in models' predictions before they are tested	L	H	2,3	Close collaboration with R&D (RISE, KTH, UGhent, NTUA), industry providers (AW, WM, SG) and ship owner (WalWil) to build trust and test model's prediction. Several iterations, including doing the retrofit before newbuild, help build trust.
3	Not able to obtain approvals for ship	L	H	5	The ship will need approvals to operate, to minimize the risk of this not happening we run an alternative design process (IMO 1455) with DNV and others on risk assessment. If not approved, we will redesign the ship and its systems as required.
4	High maintenance cost in wing system due to materials fatigue	L	L	3,5	We have maintenance as a key objective in optimizing designs of the wing system and have included comprehensive work in the project on lifetime modelling and fatigue/damage monitoring (by UGhent). This is used to adjust designs.
5	Weak commitment from cargo owners	L	M	4,5	We have a leading cargo owner (VOLVO) in the project, as well as letter of supports from others (Mercedes, BMW). A close dialogue will help get acceptance by the customers for new logistics system. Premium pricing is not expected, only slightly longer delivery times. If faster delivery is deemed necessary, the demonstrator vessel will increase use of its engines to operate on normal schedules (cost will be lower energy efficiency).
6	Too long waiting time for slot in yard for newbuild demonstrator 2	L	M	5	We are in contact with several yards to plan an open slot, and expect that this will be a very popular contract, as it will be the world's first wind propulsion project and also can lead to many similar projects for the yards. If delayed, we will utilize the time to learn more from the first demonstrator (the retrofit).

7	Too high-cost level for demonstrator	L	H	5	We have a long design phase. A pre-study has concluded acceptable cost levels, provided successful trials and financing of the needed R&D (that we apply for here). A back-up can be to seek premium payment for lower carbon emissions.
8	Unable to finance the total investment program for the project	L	H	5	WalWil is the world leading RoRo vessel operator with 130 ships in service and a solid financial base. The ORCELLE vessels will be a relatively small part of a greater fleet renewal program, thus having minor impact to the total financial scope of the company. If absolutely required, we will seek cooperation with other investors/companies.
9	Advanced in competing technologies	L	H	1,2,3,4,5,6,7	Study utilisation on multiple ship types. Open to adjustment to the wing design if competing technologies are more efficient. Will plan combination of alternative fuels and wind, which are seen as complimentary.

9 Payment Information

On behalf of all project beneficiaries, WalWil receives all funding as the project coordinator. All funds must be distributed to the other beneficiaries in line with the Grant Agreement and any decisions reached by the Consortium, which is the responsibility of the project coordinator. The project coordinator is required to make sure that every payment is made on time and without unnecessary delay.

The following payments will be made to WalWil throughout the project:

- The prefinancing amount: This has already been distributed to all partners and make out 40% of the total grant.
- Interim payments: 3 or more in line with the project reporting periods.
- Final payment: Upon the endorsement of the final report, the last payment will be made. The sum is determined by subtracting the amounts that have previously been paid from the calculated EC contribution (based on the eligible costs).

The European Commission withholds from the prefinancing payment and transfers a sum into a "Guarantee Fund" equal to 5% of the maximum grant amount. In the event that the consortium faces a financial liability, the fund acts as a recovery or insurance fund. Via the final payment of the balance, the Guarantee Fund is completely reimbursed to the recipients (if this amount is positive).

10 Communication, Dissemination and Exploitation

10.1 General Requirements from the EC

The following must always be used to demonstrate that the project has received funding:

- **Project Logo:** It is advised to always place the project logo on the document's first page and the EU logo in the footer of the first page of the document on the left.

- **EU emblem and disclaimer:** Show the EU emblem and the disclaimer (the EU emblem must be given due prominence when displayed alongside another logo).

Emblem

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10.2 External Communication

Target audiences for the project, stakeholders, and parties outside the consortium are the focus of external communication. The beneficiary MCT is in charge of WP7, "Communication, Dissemination and Exploitation," which includes the external communication. It is necessary to get in touch with the WP 7 Lead (Tonje Hovland, MCT) for any matters surrounding external communication.

10.2.1 Webpage

The website https://orcelle.eu/ which focuses on the general public and also has sections with dedicated content, will be updated regularly with general project information, news, brochures, publications, deliverables, consortium information, and complementary content to give visitors a general understanding of the project concept and the status of the activities.

10.2.2 Social Media

With the purpose of informing various audiences about the project's activities and disseminating its results, a LinkedIn page has been made:

https://www.linkedin.com/company/orcellehorizon/

The Work Package 7 Lead, Tonje Hovland (MCT), should receive any content intended for social media sharing.

10.2.3 Events

When significant milestones have been accomplished throughout the project lifetime, launch celebrations may be scheduled. MCT will coordinate all these events as well as any additional project-related events the consortium wishes to attend.

10.3 Dissemination

Beneficiaries of the project are required to share their results as soon as possible (but not before a decision regarding their potential protection is made). Classic methods of disseminating information include:

- Brochures
- Posters
- White papers
- Videos
- Scientific publications
- Press material
- Newsletters
- Press releases
- Presentations
- Etc.

The materials will be developed in British English; interested beneficiaries are welcome to translate them into other European languages.

Measures for disseminating information should be in line with the "Communication and Dissemination Plan" and reasonable to the impact the activity is expected to have. The beneficiaries must take into account the legitimate interests of the other beneficiary while choosing distribution activities.

10.4 Publication Guidelines

The beneficiary must follow these steps if they want to publish a scientific article that uses data from the project:

- Inform the consortium via email at least 45 days before the publication or disclosure of data to the entire consortium.
- Within 30 days of receiving the notice, any objections to the anticipated publication may be voiced. The publishing is allowed if no objections are raised within this period.
- If the objecting party's legitimate commercial or academic interest in the results or background will be considerably hurt, the objection is justified. Likewise, if the projection of the objecting party's results or background is negatively impacted.
- The objecting beneficiary may request a publishing delay of not more than 45 calendar days following the moment it raises such an objection, provided that the objection includes a specific request for any adjustments that may be required. If confidential material has been deleted from the publication as stated by the objecting beneficiary, the publication is permissible after 45 calendar days.

A beneficiary may not, without written consent, include the results or background of another beneficiary in any dissemination activity, unless those results or information have already been published.
After the intended publication is accepted for publication, the author notifies the CO and MCT (for monitoring purposes). Articles related to European initiatives are automatically added via OpenAIRE to the F&T Portal's Continuous Reporting area.

10.5 Exploitation of Results

Recipients are required to make every effort to capitalize on their results for up to four years following the conclusion of the action.

Unless otherwise specified in writing with the EC, beneficiaries are required to use the Horizon Results Platform to identify potential customers for the results if, despite their best efforts, they are not exploited within a year after the project's conclusion.

The beneficiaries must identify the owner(s) of the outcomes in the final periodic report (IPR List) after the project's conclusion. The list is available on the specific SharePoint site and will be updated during General Assembly meetings.

The "D7.2 Dissemination and Exploitation Plan," which is expected in M6, will outline the process for using project results.

11 Conclusion

This project management handbook aims to give the consortium clear guidelines for carrying out day-to-day project operations and to make it easier to keep track of the project's advancement.

To successfully contribute to the project, it is required that all consortium members are aware of the general methods covered in this document.

This document may be modified as needed if requested by the consortium or the EC.