

# **MISSION project management handbook - deliverable D7.1**

## Deliverable Information Sheet

<b>Version</b>	1.1
<b>Grant Agreement Number</b>	101138583
<b>Project Acronym</b>	MISSION
<b>Project Title</b>	Maritime just in time optimisation
<b>Project Call</b>	HORIZON-CL5-2023-D5-01-13: Integrated real-time digital solutions to optimise navigation and port calls to reduce emissions from shipping (ZEWI partnership)
<b>Project Duration</b>	42 months
<b>Deliverable Number</b>	7.1
<b>Deliverable Title</b>	Project management handbook
<b>Deliverable Type</b>	Report
<b>Deliverable Dissemination Level</b>	Public
<b>Work Package</b>	7
<b>Lead Partner</b>	SDU
<b>Authors</b>	Helle Lyngborg, SDU
<b>Contributing Partners</b>	VPF
<b>Reviewers</b>	Julia Pahl, SDU
<b>Official Due Date</b>	1 April 2024
<b>Delivery Date</b>	1 April 2024

## List of Acronyms

AI	Artificial Intelligence
AI/ML	Artificial Intelligence / Machine Learning
AIS	Automatic Identification System
CA	Consortium Agreement

CBA	Cost-Benefit Analysis
CII	Carbon Intensity Indicator
CO <sub>2</sub>	Carbon dioxide
DC	Demonstration Case
DCSA	Digital Container Shipping Association
DIS	Dissemination partner
DLR-MI	DLR Institute for the Protection of Maritime Infrastructure
DLR-MS	DLR Institute for Maritime Energy Systems
DLR-SE	DLR Institute of Systems Engineering for Future Mobility
DMP	Data Management Plan
DoA	Description of Action
EB	Executive Board
ECDIS	Electronic Chart Display and Information System
EEOI	Energy Efficiency Operational Indicator
EC-GA	European Commission Grant Agreement
ETA	Estimated Time of Arrival
ETD	Estimated Time of Departure
EU	End User
FSA	Formal Safety Assessment
GA	Grant Agreement
HAZID	Hazard Identification
HAZOP	Hazard and Operability Study
HMI	Human Machine Interface
HRA	Human Reliability Analysis
IALA	International Association of Marine Aids to Navigation and Lighthouse Authorities
IAM	Identity and Access Management

IEC	International Electrotechnical Commission
IMO	International Maritime Organization
IPR	Intellectual Property Rights
ITP	IT-Provider
JIT	Just-in-time
KPI	Key Performance Indicator
MISSION	Maritime Just in time optimisation
MSW	Maritime Single Window
PC	Project Coordinator
PM	Project Manager
PMO	Project Management Office
PTM	Port Traffic Management
RFD	Reporting Formalities Directive
RI	Research Institute
RTA	Requested Time of Arrival
SAB	Scientific Advisory Board
SFTW	Sail-Fast-Then-Wait
TIC4.0	Terminal Industry Committee
TLIP	Trade Logistics Information Pipeline
UI	User Interface
UX	User experience
VISIR	discovering Safe and efficient Routes
VTM	Vessel Traffic Management
VTS	Vessel Traffic Services
WP	Work Package
WPL	Work Package Leader

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# 1. Executive summary

This document is the Project Management Handbook prepared under the MISSION project. The intended audience of the handbook is each individual partner of the project consortium.

The purpose of this document is to provide the MISSION consortium with an overview of the most important project procedures (internal communication, project monitoring, reporting, financial management, external communication, etc.) in order to ensure efficient project execution, as well as high quality of its results.

In order to fulfil its function as a quick reference to frequently asked questions and problems, this document will be updated and changed according to the evolvement of procedures and progress during the lifetime of the project. The feedback of all partners to improve this handbook is appreciated by the Project Coordinator (PC) – Julia Pahl (SDU), email [julp@iti.sdu.dk](mailto:julp@iti.sdu.dk) - and by the Project Manager (PM) - Helle Lyngborg (SDU), email [hely@sdu.dk](mailto:hely@sdu.dk).

It must be noticed that this handbook does not express the opinion of the European Commission and does not in any case replace the European Commission documentation. This handbook will express only the author's views.



## 2. Introduction

This handbook provides all the information which is needed to facilitate the management of the project, the monitoring of the overall progress and the communication between project partners and the Commission.

This document is intended to be a living document that will be updated according to needs during the life of the Project.

### 2.1. Legal aspects

The general indications for the project deployment have been defined in the EC Grant Agreement (EC-GA number 101138583), the Description of Action (DoA) and the Consortium Agreement (CA). The Project Management Handbook does not replace any of these established agreements, nor does it replace any of the EC guidelines for project management, implementation, reporting and IPR. Therefore, partners are advised to read carefully and follow all H2020 documentation and conform to the ["Annotated Model Grant Agreement"](#).

Where there are any inconsistencies between these documents, the following order of precedence should be applied:

1. European Commission Grant Agreement (EC-GA) including Annex II (DoA)
2. Commission rules, e.g., as contained in Guidance Notes
3. Consortium Agreement (CA)
4. Project Handbook (present document)

Any issues related to precedence will be resolved by the PC as required.

#### 2.1.1. Grant agreement

The Grant agreement states the terms and conditions under which the European Union, represented by the European Commission, the Coordinator and the other partners have entered into agreement.

By signing the Agreement or the Accession Form, the partners accept the grant and agree to implement it under their own responsibility and in accordance with the Agreement, with all the obligations and conditions which are set out.

#### 2.1.2. Consortium agreement

The purpose of the Consortium Agreement (CA) is to specify with respect to the Project the relationship among the partners, in particular concerning the organisation of the work between the Partners, the management of the Project and the rights and obligations of the partners concerning inter alia liability,

Access Rights and dispute resolution. Those rights and obligations of the partners shall supplement but not be in conflict with those of the Grant Agreement.

### **2.1.3. Amendments**

The Agreement may be amended, unless the amendment entails changes to the Agreement which would call into question the decision awarding the grant or breach the principle of equal treatment of applicants. Amendments may be requested by any of the partners.

The party requesting an amendment must submit a request for amendment signed in the EC electronic exchange system. The coordinator submits and receives requests for amendment on behalf of the partners. If the party receiving the request agrees, it must sign the amendment in the electronic exchange system within 45 days of receiving notification.

### 3. Project Management

The objective of MISSION's management activities is to create the optimum environment for research and innovation for partners to effectively carry out the research programme and meet the requirements of the Grant Agreement and CA (the principal legal agreements which will set out how the MISSION consortium partners will deliver the project). The coordinator, Julia Pahl (aided by the PMO), SDU, will take the overall responsibility for the leadership and smooth running of the project and communications with the EC, including final quality control of deliverables. Proactive communications, early establishment of procedures and protocols, and prompt resolution of issues will be the guiding principles of the project management and implementation.

Subsequently, MISSION (WP7) will use a well-tried management format, which has proven very effective in other EU projects. This includes the use of an executive board (EB) to ensure the content and relevance of the project, annual activity reports combined with regular videoconferences and annual plenary assemblies. See the members of the EB in Annex 8. The emphasis will be on prompt and strict control of the project delivery by excellent internal communication using the most efficient methodologies available (e.g., the Microsoft Teams platform). Furthermore, an international, scientific advisory board (SAB) will be set up to advise the SC on international, scientific, and regulatory aspects of the MISSION tasks. The creation of a series of Consortium Bodies with the corresponding decision-making procedures (e.g., convocation, agenda, minutes, quorum and voting rules), as well as all the responsibilities which each Consortium partner will assume, will be specified in the CA.

The MISSION Project extends over 42 months (see structure in Figure 1) with its technical developments, demonstrations and validations distributed across five work packages (WP1-WP5). Simultaneously, WP6 will focus on dissemination, communication, and exploitation of the results, while WP7 concerns project management, coordination, and data management.

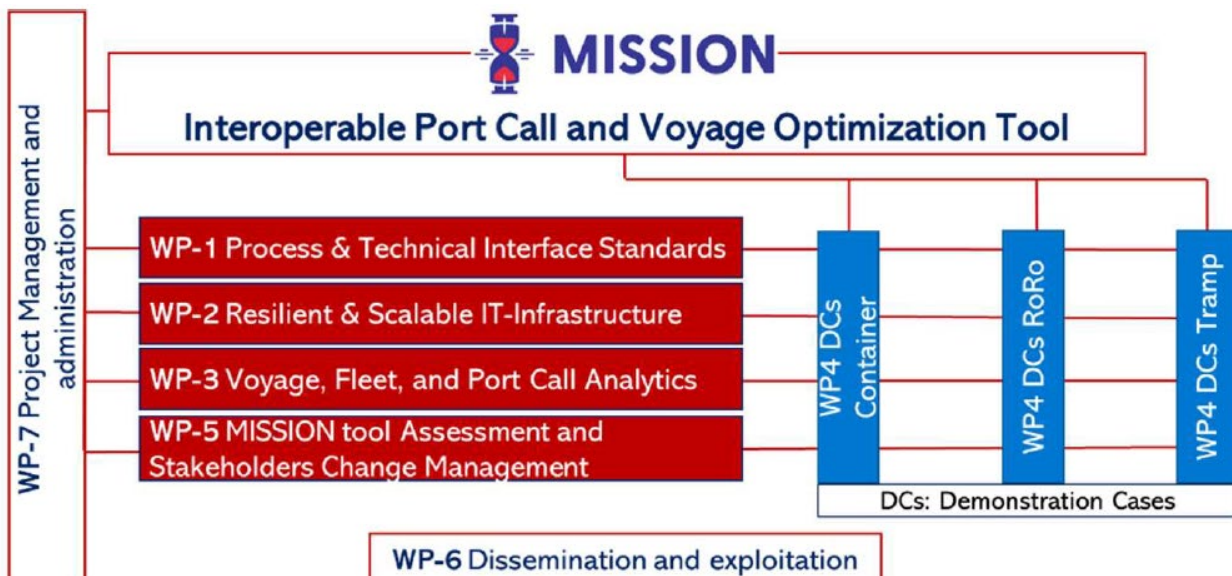


Figure 1. Structure of MISSION Work packages

For the overview of work in the MISSION project, a GANTT chart has been developed, specifying for each work package tasks, deliverables as well as milestones for the duration of the project (please see the Gantt chart in Figure 2).

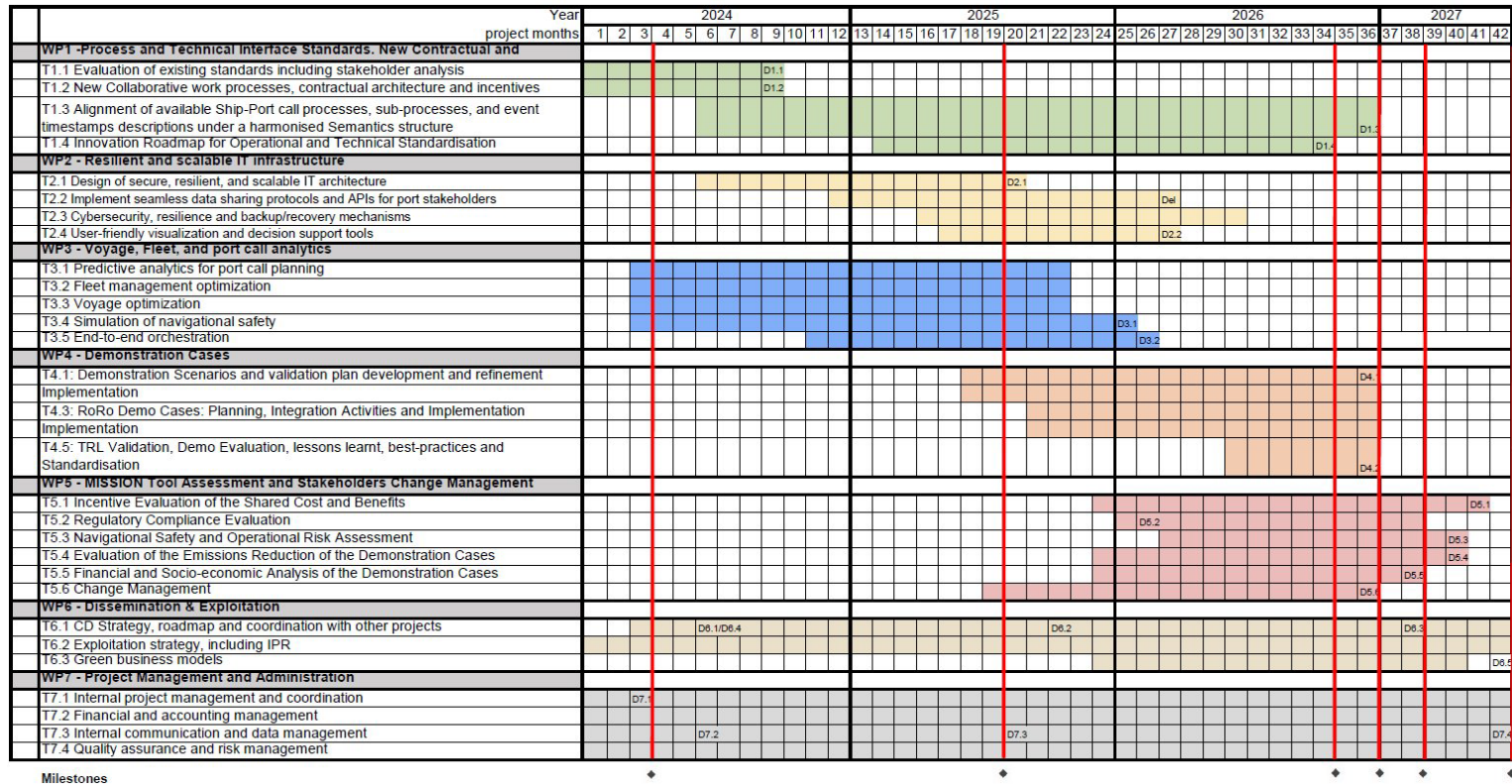


Figure 2. MISSION GANTT Chart

### 3.1. Project organisational structure

The goal of the MISSION project management effort is to provide the project with a lightweight, flexible management service capable of ensuring an intensive, flexible, open dialog among the partners concerning key strategic and scientific issues, rapid and effective decision-making on technical and organizational issues as well as full and effective compliance with EU administrative and reporting requirements.

### 3.2. Coordination and roles

This section summarises the governance structure of MISSION. Further description is given in section 6 on Governance structure in the MISSION CA.

### 3.2.1. Project Coordinator (PC)

The Project Coordinator (PC) is the intermediary between the partners and the European Commission. The main tasks of the PC are:

- Monitoring compliance by the partners with their obligations.
- Keeping the address list of partners and other contact persons updated and available.
- Collecting, reviewing to verify consistency and submitting reports, other deliverables (including financial statements and related certifications) and specific requested documents to the Funding Authority.
- Transmitting documents and information connected with the project to any other parties concerned.
- Administering the financial contribution of the Funding Authority and fulfilling the financial tasks described in Section 7 of the CA.
- Providing, upon request, the partners 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 partners to present claims.

### 3.2.2. General Assembly

The General Assembly shall consist of one representative of each partner (hereinafter General Assembly Member). Each General Assembly Member shall be deemed to be duly authorised to deliberate, negotiate and decide on all matters listed in Section 6.3.1.2. of the CA. The partners agree to abide by all decisions of the General Assembly. This does not prevent the partners to submit a dispute to resolution.

The General Assembly Members are responsible for all decisions not allocated to the other Consortium Bodies, and they are in particular responsible for the following:

- a) *Content, finances and intellectual property rights*
- b) *Evolution of the consortium*
- c) *Breach, defaulting party status and litigation*
- d) *Appointments*

### 3.2.3. Project management office (PMO)

The Project Management Office (PMO) is supervised by the PC. It will assist and facilitate the work of the General Assembly and the PC for executing the decisions of the General Assembly, as well as the day-to-day management of the project. The PMO consists of the Coordinator and other designated personnel at SDU. The PMO will monitor the daily progress of the project and identify issues that requires attention of the General Assembly. It will assist the Coordinator with preparation of proposals for decision-making for the agenda of the General Assembly. The PMO will set up, implement and keep collaboration and

management tools and procedures. It will furthermore aid on coordinating the work of the different Consortium Bodies.

### 3.2.4. Scientific advisory board (SAB)

A Scientific Advisory Board (SAB) has been appointed and is steered by the GA. The SAB shall provide independent expert advice to the General Assembly.

The Coordinator ensures that a non-disclosure agreement is executed between all the partners and each SAB member. The terms are not less stringent than those stipulated in this CA, and it shall be concluded no later than 30 calendar days after their nomination or before any confidential information will be exchanged, whichever date is earlier.

The Coordinator convenes meetings of the SAB when deemed necessary and write the minutes of the SAB meetings and along with the PMO prepares the implementation of the SAB's suggestions. The SAB members are allowed to take part in GA meetings upon invitation but have not any voting rights.

The Scientific Advisory board members are listed in the Annex 9 of the current document.

### 3.2.5. Work package leaders (WPL)

The Work Package Leaders (WPLs) supervise and are accountable for the progress of a given Work Package (WP) as described in the CA. They will report to the Coordinator and the SC on the progress and overall success of the WPs on a regular basis. Also, proposals of WP variations, if these variations have no overall impact on the project, but which needs approval from the Coordinator, will be the responsibility of the WPLs to prepare.

Each WPL will also be responsible for reporting any significant difficulty or conflict in the management and implementation of his/her WP to the Coordinator. The WPLs will be in charge of compiling all WP level technical information during the reporting process and of ensuring the practical organisation of events and actions under their WP. The WPLs are named in the Consortium Agreement, and should replacements of these be needed, then such replacements shall be subject to a decision made by the SC.

## 3.3. Risk management

A risk management strategy will be set up at the outset of the project. A summary of the issues which may constitute a critical risk to the proposal with the mitigation plans is in Appendix 5. The PMO (i.e., the risk manager) will continue to monitor these risks and to instigate contingency plans as and when necessary. It is crucial that the Coordinator will be informed of any changes to the risks identified for the project which will affect the project timeline and/or budget with details on the potential implications for the project and suggested options for managing the impacts of the risk.

The purpose of the mitigation plan will be to describe how each potential risk will be handled—what, when, by whom, and how to avoid it or minimize consequences if it becomes a liability.

Specific coordination measures include holding kick-off and annual project meetings, initial financial officers' meetings, internal communication of the project's progress to all project partners and carrying out the online management and collaboration platform. Risk management as described in Appendix 5 will be carried out. WP meetings will be proposed, as assessed by WP leaders, focusing on risk assessment for

individual milestones and deliverables. The list of identified feasible risks will be an agenda item on the monthly WPL meetings in order to be considered on an ongoing basis.



## 4. Meetings

### 4.1 Annual meetings

The consortium will meet twice every year to monitor project progress. All meeting arrangements will be communicated to the PMO, which will undertake to optimise the timing and location of meetings. These meetings will be held at different partners' location.

Month	Meeting	Date	Location
M1	Kick off meeting	18-19 January 2024	Copenhagen, Denmark
M10	Bi-annual meeting	29-30 October 2024	Trondheim, Norway
M14	Annual meeting	TBD	TBD
M21	Bi-annual meeting	November 2025	Valencia
M26	Annual meeting	TBD	TBD
M32	Bi-annual meeting	TBD	TBD
M38	Annual meeting	TBD	TBD
M42	Final meeting	M44 (TBD)	Brussels

Table 1: Project meetings

### 4.2 Other meetings

Apart from the minimum required frequency of Management Bodies meetings that will be organized with physical attendance of the representatives, meetings can be held either at one place with physical attendance of the representatives, or as videoconference or call conference - as deemed appropriate.

Virtual meetings may be coordinated by the PMO via Teams, contact [hely@sdu.dk](mailto:hely@sdu.dk) if needed.



## 5. Reporting

### 5.1. Reports sent to coordinator

In order for each periodic report to be delivered on time to EC, it is planned to ask all partners to complete a biannual report. (e.g., the first biannual report is to be delivered by 15<sup>th</sup> July 2024).

The procedure and related deadlines to produce biannual reports are summarised below and can be seen below (5.2 Reporting calendar). Each partner must deliver their individual data including the following:

- Each WP is stating work done over the six months (at least 3-5 pages)
- Information about events attended and papers presented
- Summary of resource usage per WP and per month.

This must be done for all WPs, using the templates available on the internal MISSION Teams platform (see example in Annex 3).

Subsequently, the final progress report will be prepared by the PMO from the collated information from all the partners and uploaded to the internal project Teams platform and/or submitted to EC (depending on type of report; internal progress report/periodic report).

### 5.2. Reporting calendar

GRANT	DETAIL	TEMPLATE READY IN TEAMS	DEADLINE TO SEND TO PMO	BY WHOM?	FINALISED & SUBMITTED TO EC BY PMO
Internal progress report	January 2024 - June 2024 (M1-6)	June 2024 (M6)	15 July 2024 (M7)	All consortium partners	n/a
Internal progress report	July 2024 - December 2024 (M7-12)	December 2024 (M12)	15 January 2024 (M13)	All consortium partners	n/a
Periodic report 1	January 2024 - June 2025 (M1-M18)	June 2025 (M18)	15 July 2025 (M19)	WPL*	15 August 2025 (M20)
Internal progress report	July 2025 - December 2025 (M19-24)	December 2025 (M24)	15 January 2026 (M25)	All consortium partners	n/a
Internal progress report	January 2026 - June 2026 (M25-M30)	June 2026 (M30)	15 July 2026 (M31)	All consortium partners	n/a

Periodic report 2	July 2025 - December 2026 (M19-M36)	December 2026 (M36)	15 January 2027 (M37)	WPL*	15 February 2027 (M38)
Periodic report 3	January 2027 - June 2027 (M37-M42)	June 2027 (M42)	15 July 2027 (M43)	WPL*	15 August 2027 (M44)
Final report	January 2024 - June 2027 (M1-M42)	n/a	n/a	Project coordinator	15 August 2027 (M44)

\*WPL: Work package leaders

Table 2: MISSION reporting for the European Commission and for the PMO

## 5.3. Reports sent to EU

The EC expects the project to produce periodic reports as well as a final report.

### 5.3.1. Periodic reports

The final report concerns the requests for interim payments.

The coordinator must submit a periodic report within 60 days following the end of each reporting period. The periodic report must include the following:

- (1) A “periodic technical report” containing:
  - (i) An *explanation of the work carried out* by the beneficiaries
  - (ii) An *overview of the progress* towards the objectives of the action, including milestones and deliverables identified. This report must include explanations justifying the differences between work expected to be carried and that actually carried out. The report must detail the exploitation and dissemination of the results and an updated *‘plan for the exploitation and dissemination of the results’*. The report must indicate the communication activities,
  - (iii) A *summary* for publication by the Commission
  - (iv) The answers to the *‘questionnaire’*, covering issues related to the action implementation and the economic and societal impact, notably in the context of the Horizon 2020 key performance indicators and the Horizon 2020 monitoring requirements
- (2) A “periodic financial report” containing:
  - (i) An *‘individual financial statement’* from each beneficiary and from each linked third party, for the reporting period concerned. The individual financial statement must detail the eligible costs (actual costs, unit costs and flat-rate costs; for each budget category. The beneficiaries and linked third parties 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. 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. The individual financial statements of the last reporting period must also detail the *receipts of the action*.

- Each beneficiary and each linked third party must certify that:
  - the information provided is full, reliable and true;
  - the costs declared are eligible;
  - the costs can be substantiated by adequate records and supporting documentation that will be produced upon request or in the context of checks, reviews, audits and investigations, and
  - for the last reporting period: that all the receipts have been declared
- (ii) an *explanation of the use of resources* and the information on subcontracting and in-kind contributions provided by third parties from each beneficiary and from each linked third party, for the reporting period concerned
- (iii) a '*periodic summary 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.

### 5.3.2. Final report

The final report concerns the request for payment of the balance.

In addition to the periodic report for the last reporting period, the coordinator must submit the final report within 60 days following the end of the last reporting period. The final report must include the following:

- (1) A '*final technical report*' with a *summary* for publication containing:
  - (i) An overview of the results and their exploitation and dissemination
  - (ii) The conclusions on the action, and
  - (iii) The socio-economic impact of the action
- (2) A '*final financial report*' containing:
  - (i) A "*final summary financial statement*", created automatically by the electronic exchange system, consolidating the individual financial statements for all reporting periods and including the *request for payment of the balance* and
  - (ii) A "*certificate on the financial statements*" (drawn up in accordance with for each beneficiary and for each linked third party, if it requests a total contribution of EUR 325 000 or more, as reimbursement of actual costs and unit costs calculated on the basis of its usual cost accounting practices

## 5.4. Budget

The 'estimated budget' for the action is set out in Annex 2. It contains the estimated eligible costs and the forms of costs, broken down by partner (and linked third party) and budget category. It also shows the estimated costs of the partners not receiving EU funding.

A detailed budget is located on the European Commission Participant Portal under Proposal Management & Grant Preparation (see figure below). This view should appear as you log into the MISSION project.

**RESEARCH & INNOVATION**  
Grant Management Services

Help

Helle Lyngborg

**MY PROJECT**

Call: HORIZON-CL5-2023-D5-01  
Type of Action: HORIZON-IA  
Acronym: MISSION  
Current Phase: Grant Management  
Number: 101138583  
Duration: 42 months  
GA based on the: HE MGA — Multi & Mono — 1.null  
Start Date: 01 Jan 2024  
Estimated Project Cost: €8,874,298.25  
Requested EU Contribution: €7,436,448.25  
Contact: [Susanne LANZERSTORFER](#)

Latest Legal Data  
Active Processes  
Document Library  
Communication Centre  
Archived Processes

ONLINE MANUAL

HOW TO

Launch new interaction with the EU

**Continuous Reporting**  
101138583 - MISSION

01 Jan 2024  
Started

Completed

Continuous reporting data

Process documents  
Process communications  
Process history

**Proposal Management & Grant Preparation**  
101138583 - MISSION

20 Apr 2023

Submitted Informed Invited Prepared Signed Paid

Process documents  
Process communications  
Process history

Figure 3. European Funding and Tenders Portal – MISSION project overview

In the Grant Agreement Data window, the budget information can be found directly under **Financial Information** or under **Beneficiaries** and then by selecting individual beneficiary as shown here:

**Grant Management** Grant Agreement Data **HOW TO**

101138583 (MISSION) HORIZON-IA

Call: HORIZON-CL5-2023-D5-01  
Topic: HORIZON-CL5-2023-D5-01-13

Project Summary Beneficiaries General Information Reporting Periods GA Information GA Options Financial Information LF Overview

Helle Elisabeth Lyngborg (hely@sdu.dk) is signed in

**Project 101138583 ( MISSION )**

Responsible Unit: CINEA/C/03  
Call: HORIZON-CL5-2023-D5-01 submitted for HORIZON-CL5-2023-D5-01 / 20 Apr 2023  
Topic: HORIZON-CL5-2023-D5-01-13 - Integrated real-time digital solutions to optimise navigation and port calls to reduce emissions from shipping (ZEWT Partnership)  
Type of Action: HORIZON-IA  
Duration: 42  
Submission Stage:

**Important Dates:**  
Project Start Date: 01/01/2024  
Project End Date: 30/06/2027

**Budget Information:**

Total Costs (proposal):	9,536,798.25 €
Total Costs (Annex 2):	8,874,298.25 €
Maximum grant amount (after evaluation) :	7,436,448.25 €
Maximum Grant Amount (Annex 2):	7,436,448.25 €
Maximum Grant Amount (award decision):	7,436,448.25 €

83.80 % of total costs

**Officers:**  
Project Officer: Susanne LANZERSTORFER (CINEA/C/03)

**Deadlines:**  
Deadline for first version of the grant agreement data (incl. annexes) 25/08/2023  
Deadline for the signature of the participants certified declarations 22/09/2023  
Deadline foreseen for the signature of the grant agreement 20/10/2023

Validate

Figure 4. European Funding and Tenders Portal – Project summary

### 5.4.1. Time recording

All partners must keep a record of the hours spent on the project. The actual number of hours spent on the project must be declared in the progress reports and in the cost statements.

The EU has created a template for timesheets to partners who do not have a procedure to fill this declaration in every month (see Annex 6).

### 5.4.2. Keeping records – supporting documentation

Partners need to be able to justify any costs they make during the lifetime of the project. They must make them available upon request or in the context of checks, reviews, audits or investigations. The calculation of hours is done according to each organization's usual practices. Timesheets, pay slips and other documents are kept for 5 years after the payment of the balance. The partners must keep the original documents. Digital and digitalised documents are considered originals if they are authorised by the applicable national law.

### 5.4.3. Budget transfers

The estimated budget breakdown indicated in Annex 2 may be adjusted - without an amendment - by transfers of amounts between partners, budget categories and/or forms of costs set out in Annex 2. However, the partners may not add costs relating to subcontracts not provided for in Annex 2.

## 6. Payments

The aim of the pre-financing is to provide the partners with a float. It remains the property of the EU until the payment of the balance. The amount of the pre-financing payment was 3,965,857.85 €.

Interim payments reimburse the eligible costs incurred for the implementation of the action during the corresponding reporting periods. The Commission will pay to the coordinator the amount due as interim payment within 90 days from receiving the periodic report.

The remainder of the payments will be delivered at the end of each reporting period and once there has been an evaluation and approval of the project reports and deliverables the corresponding payment disbursed by the EC within 60 days of the receipt of project reports and deliverables will be transferred to partners accordingly.

The corresponding interim payments are calculated on the basis of the accepted costs and the corresponding reimbursement rates (Art 6.1 and 6.2 of the Grant Agreement). The total amount of interim payments plus the pre-financing is limited to 90% of the EC contribution. The final payment is delivered after the final reporting and the EC releases the 5% contribution to the Guarantee Fund.

## 7. Deliverables, milestones, and approval

It is of vital importance that the output in terms of deliverables of the MISSION project is of high quality and that it represents all partners' interests appropriately. For this reason, a deliverable template (see Annex 4) and a review procedure have been established for the deliverables.

### 7.1. Deliverables

The project deliverables are the means of communication between the consortium and the European Commission and as such show the progress of the project. The Project Coordinator will approve and submit the reports via the Participants Portal.

Each deliverable has a task leader (one organization that leads its preparation). The task leader prepares its structure and coordinates the work among the partners. This work covers the collection of information and the final document. The task leader should send guidelines to the contributors of the project and a specific timetable. All deliverables should follow the template form provided (Annex 4) and will be uploaded to the MISSION project Teams platform.

MISSION Deliverables						
WP	DELIVERABLE	DELIVERABLE NAME	LEAD	TYPE	DISSEMINATION LEVEL	DUE MONTH
WP6	D6.4	MISSION website	REV	OTHER	PU	3
WP7	D7.1	Project management handbook	SDU	R	PU	3
WP6	D6.1	Communication, Dissemination and Exploitation (CDE) strategy	REV	R	PU	6
WP7	D7.2	Data Management Plan	SDU	DMP	PU	6
WP1	D1.1	Assessment and alignment of on-going JIT / Port Call Optimisation Standardisation Initiatives including legal frameworks	TIC 4.0	R	PU	9
WP1	D1.2	Analysis of legal and contractual frameworks in the JIT/Port call optimization domain	BVS	R	SEN	9
WP2	D2.1	Secure, resilient, and scalable IT- infrastructure	RD	R	SEN	19
WP7	D7.4	Data Management Plan first update	SDU	DMP	PU	20
WP6	D6.2	Communication, Dissemination and Exploitation (CDE) strategy - Second version	REV	R	PU	22
WP3	D3.1	Port call and voyage optimisation system	AWA	DEM	SEN	26
WP5	D5.2	Regulatory compliance evaluation	NTUA	R	PU	26



WP2	D2.2	Domain model implementation	DLR	OTHER	SEN	27
WP3	D3.2	Documentation of the development work and final outcomes	BVS	R	SEN	30
WP1	D1.4	Innovation Roadmap for Operational and Technical Standardisation	FT	R	PU	34
WP1	D1.3	Design of MISSION JIT / Port Call Optimisation Semantics Catalogue	VTT	R	PU	36
WP4	D4.1	MISSION validation and overall integration plans	VPF	R	PU	36
WP4	D4.2	Evaluation of Container, Roro and Tramp Traffic Cases	VPF	R	PU	36
WP4	D4.3	Component and system evaluation and future recommendations	VPF	R	PU	36
WP5	D5.6	Change Management	RD	R	PU	36
WP5	D5.5	Demonstrators' Cost Benefit Analysis	VPF	R	PU	38
WP6	D6.3	Communication, Dissemination and Exploitation (CDE) strategy - Final version	REV	R	PU	38
WP5	D5.3	Navigational Safety and Operational Risk Assessment	CET	DEM	SEN	40
WP5	D5.4	Evaluation of Emissions Reduction in Demonstrators	MMMCZ CS	R	PU	40
WP5	D5.1	Incentive Evaluation of the shared costs and benefits	VTT	R	PU	41
WP6	D6.5	Green business models	ABO	R	SEN	42
WP7	D7.3	Data Management Plan - Final	SDU	DMP	PU	42

Table 3: List of deliverables

## 7.2. Milestones

A number of milestones has also been agreed for the MISSION project. See table below for the details on WPs, leads, due date and means of verification.

Milestone number	Milestone name	Related work package(s)	Due date (in month)	Means of verification
1	Harmonisation of standards achieved	WP1	M36+M34	D1.3 and D1.4
2	Resilient IT-infrastructure ready and compatible with existing systems	WP2	M19+M29	D2.1 and D2.2

3	End-to-end orchestration optimization system ready and demonstrated in 3 different traffic types	WP3+4	M36	D4.2 and D4.3
4	MISSION's solutions assessed and evaluated for future adoption	WP5	M40+M38	D5.4 and D5.5
5	Business models for exploitation ready	WP6	M42	D6.3
6	Quality assurance, risk management and data management plans	WP7	M3	D7.1 and D7.2

Table 4: Milestones of the project

## 7.3. Approval process

All technical and scientific deliverables will be reviewed prior to submission on the EC Funding and Tenders portal.

In order to secure set quality measures, a three-tier process is set up for all deliverables in the MISSION project.

Level of approval	Responsible for review and approval
1	Task leader.
2	WPL
3	PMO

Table 5: Approval process

Upon review and approval at all three levels in the approval process, the deliverables will be submitted in the EC Funding and Tenders portal. Responsible for the submission in the portal is the PMO.

## 8. Communication & Dissemination

Effective and efficient communication is vital to the MISSION project and cannot be underestimated.

Ensuring effective communication among the partners represents an important key of success for the management of the MISSION project. The communication strategy indeed pursues the objective to maintain all partners fully informed about planning, work in progress and existing or potential problems.

Besides the requested EC and Internal reporting, all partners are invited to actively communicate with WPLs about technical progresses and issues, as well as WPLs are invited to keep PC and PM updated about the activities.

All partners are invited to inform the PC of any administrative and legal issues arising.

PC and PM are at the partners' disposal for any technical and administrative information/issue.

### 8.1. Internal

The internal project management tool is also the central communication tool for the project partners. The tool for this purpose is the Microsoft Teams platform. Each work package has its a dedicated space on the platform, with the possibility to send emails to all the partners, to store documents, and to have working sheets that everyone can contribute to. Each partner has access to the tool and can edit, send comments, upload documents etc.

The PMO is responsible for the proper maintenance of the website. This platform is an option which will create the necessary overview needed for good project management and collaboration within the MISSION project.

### 8.2. External

MISSION will develop several different communication, dissemination and exploitation materials for external engagement under a dedicated WP6 led by a communication specialist partner (Revolve). WP6 will ensure the promotion of project results and encourage the uptake and exploitation of its optimised solutions.

The communication activities of the project will involve the use of different media, both traditional and online to reach a target much wider than the dissemination which will focus on relevant stakeholders. Communication activities will indeed target citizens and thus the content will be adapted so that everyone can understand the stakes and goals of the project without having to understand all the technical and scientific details.

MISSION communication aims to make the project, its facilities, services and results known, so as to achieve the expected impacts. To this end, the following tools will be designed and implemented by the consortium and coordinated and monitored by WP7:

- Logo and visual identity: To ensure visibility and recognition of the MISSION Project's public image, the consortium will adopt a logo, common graphics for presentation and reports, and a project motto.
- Press releases, articles, e-newsletter: At least 3 press releases will be published throughout the project life. At least 3 popular science articles will be published during the project focusing on specific technical issues of the project while being understandable by a wider audience. They will address topics linked to port call optimisation and JIT methodologies for fuel reduction.
- Online channels - website and social media: A dedicated website will be developed (D6.2) to enhance visibility and communicate on the project. It will provide information on the project, the consortium, the project results (including the developed tools and methods, conceptual guidelines etc.) and other interesting information. Special emphasis will be made with the consortium partners as to the links with other similar projects. Finally, news will be distributed on relevant social media channels such as LinkedIn, Facebook, Instagram, or Twitter. Regular posts will be made by REV containing: 1) Project press releases; 2) Announcements of progress; 3) Reports on conferences and meetings, 4) News of milestone achievements, 5) Information about forthcoming events; 6) News on research and developments on related issues.

The website address is <https://missionproject.eu/>

- Project promotional material: Graphic materials (leaflets, roll-ups, promotional documents, easy-access documents for General Public use, etc.) will be developed to promote the project at selected events providing general information and preliminary results, addressing both technical and non-technical public results. All the printouts will be uploaded to the website and will be available for downloading. Finally, 2 project videos will be created, presenting the project's objectives, outcomes, etc.

## 8.3. Dissemination and publications

Dissemination and exploitation are inextricably linked with communication and stakeholder engagement activities. Therefore, MISSION will approach these aspects in a coherent and integrated way by drawing them together in a comprehensive Dissemination and Exploitation Plan (DEP) in WP6.

Project partners will publish reports and results (according to the IPR protection strategy and the open-access objective) in the scientific literature, dedicated peer-reviewed journals and magazines. At least 3 peer-reviewed publications of remarkable results will be published in high impact OA scientific journals. An indicative, non-exhaustive list of European and International related journals: International Journal of Maritime Technology, Technology in society, Maritime Technology and Research, Energy and AI, Ocean Engineering, Maritime Technology Society Journal, Information Technology & People etc. Results will also be published in the project social media posts (to be issued annually, starting from M6). Each public deliverable will be introduced by a graphically edited abstract highlighting keys output in an easy-to-access way on time according to the deliverable deadlines and result obtention.

The major expected means of dissemination for the project's results for the scientific community will be publications in highly cited journals and leading conferences proceedings. Publications will be decided in conformity with the IP strategy, confidentiality and provisions set out in the consortium agreement.

All scientific publications under the MISSION project will be freely accessible upon publication via website and newsletter, as well as presented in the relevant networking events. A Data Management Plan (DMP,

M6) will be generated as a deliverable and will cover these. Following the ‘as open as possible, as closed as necessary’ principle, partners will aim to make project discoveries available through full open access venues for peer-reviewed scientific publications (after ensuring IP protection of exploitable results) except when this goes against their legitimate interests, as foreseen in the Grant Agreement. Whenever possible, the MISSION project’s partners will consider publishing using open peer review instead of the traditional peer review. The open-source weather routing model VISIR-2 will be updated during the project and then released to the public Marine forecast data from the Copernicus Marine Service are open-access and, if postprocessed, will be made publicly available.

Partners will ensure the provision of open access to publications (Green or Gold open access) and will deposit them in repositories like Open Research Europe, national repositories.

The methodologies used, outputs, and findings of the demonstrators in real working conditions will also be shared through open-access publications. As most publications will result from project deliverables/reports, early and open sharing can be via deliverables that will be made accessible to third parties on the project webpage.

## 8.4. Acknowledgements

Communication activities of the project, such as media relations, conferences, seminars; communication materials (brochures, leaflets, posters, presentations, etc.); and dissemination activities must acknowledge EU support and display the European flag (emblem) and funding statement as shown below.



*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 CINEA. Neither the European Union nor CINEA can be held responsible for them.*

## 9. Data management

MISSION will improve and maximise access to and re-use of research data generated by the MISSION project and will take into account the need to balance openness and protection of scientific information, commercialisation and Intellectual Property Rights (IPR), privacy concerns, security as well as data management and preservation questions.

Protocols for data management will be outlined in the first **Data Management Plan (DMP) (D7.2-7.4)** to be produced by the consortium within six months of the start of the grant. The DMP will cover principles and protocols for data collection, data transfer, data processing, data storage, as well as data retention and sharing. The DMP will be regularly reviewed and updated throughout the project, and two updates of the DMP (D7.3 and D7.4) will be submitted as deliverables to the EC.

The DMP will ensure that data management and protection is compliant with EU principles and standards, and with relevant national data protection laws and institutional data management policies. All produced data will be treated according to the management guidelines. The DMP will address the points below and will, according to ORD requirements observe FAIR (Findable, Accessible, Interoperable and Reusable) Data Management Protocols:

- **Dataset reference and name** - Identifier for the data set to be produced.
- **Dataset description** - Description of the data that will be generated or collected, its origin (in case it is collected), nature and scale and to whom it could be useful, and whether it underpins a scientific publication. Information on the existence (or not) of similar data and the possibilities for integration and reuse.
- **Standards and metadata** - Reference to existing suitable standards of the discipline. If these do not exist, an outline on how and what metadata will be created.
- **Data sharing** - Description of how data will be shared, including access procedures, embargo periods (if any), outlines of technical mechanisms for dissemination and necessary software and other tools for enabling re-use, and definition of whether access will be widely open or restricted to specific groups. Identification of the repository where data will be stored, if already existing and identified, indicating the type of repository (institutional, standard repository for the discipline, etc.). In case the dataset cannot be shared, the reasons for this should be mentioned (e.g., ethical, rules of personal data, intellectual property, commercial, privacy-related, security-related).
- **Archiving and preservation** (including storage and backup) - Description of the procedures that will be put in place for long-term preservation of the data. Indication of how long the data should be preserved, what is its approximate end volume, what the associated costs are and how these are planned to be covered.

MISSION data will be collected by W7 and stored on an open access cloud. The output will be presented in easy-to-use formats, providing a unified platform for data storage, inspection and search, and model applications.

According to the publication and data policies of the consortium, data produced in this project will be made (fully or partially) available both for the scientific community and the society as a whole. The right of the data producer (members of the research team) to the use of research data is reserved when providing open access. Right to use here refers to the right of the data producer to execute the original project plan before opening the data for further use. Reasons for data not being shared include commercial exploitation, protection of IPR, securing of future data production, project agreements, privacy policy or other legislation. To secure the continuation of research and commercial developments, EU regulations on variety use and preservation of IP rights will be followed.

## Annex 1 - List of partners

NO	PARTNERS	SHORT NAME	COUNTRY	TYPE
1	Syddansk Universitet	SDU	DK	CO
2	Fundación De La Comunidad Valenciana Para La Investigación, Promoción Y Estudios Comerciales De Valenciaport	VPF	ES	BEN
3	Universitat Politècnica De València	UPV	ES	BEN
4	Abo Akademi	ABO	FI	BEN
5	Awake.Ai Oy	AWA	FI	BEN
6	Cetena Spa Centro Per Gli Studi Di Tecnica Navale	CET	IT	BEN
7	Ethnicon Metsovion Polytechnion	NTUA	EL	BEN
8	Revolve Planet	REV	BE	BEN
9	Tic 4.0	Tic 4.0	BE	BEN
10	DFDS AS	DFDS	DK	BEN
11	Teknologian Tutkimuskeskus Vtt Oy	VTT	FI	BEN
12	Deutsches Zentrum Fur Luft - Und Raumfahrt Ev	DLR	DE	BEN
13	Fondazione Centro Euro-Mediterraneosui Cambiamenti Climatici	CMCC	IT	BEN
14	Fintraffic Meriliikenteenohjaus Oy	FT	FI	BEN
15	Royal Dirkzwager B.V.	RD	NL	BEN
16	Fonden Marsk Mc-Kinney Moller Center for Zero Carbon Shipping	MMMCZCS	DK	BEN
17	NAPA OY	NAPA OY	FI	BEN
18	Iota Stiftung	IOTA	DE	BEN
19	Autorita Di Sistema Portuale Del Mare Adriatico Occidentale	TRI	IT	BEN
20	Autorita Di Sistema Portuale Del Mar Ligure Occidentale	GEN	IT	BEN



21	Piraeus Port Authority Sa	PIR	EL	BEN
22	Valstybes Imone Klaipedos Valstybinio Juru Uosto Direkcija	KLA	LT	BEN
23	Stockholms Universitet	SU	SE	BEN
24	Ership SA	ERS	ES	BEN
25	Essberger & Stolt Tankers Gmbh & Co Kg	EST	DE	BEN
26	Cosco Shipping Lines Spain Sa	COS	ES	BEN
27	Finnlines Oyj	FIL	FI	BEN
28	Digital Container Shipping Association	DCSA	NL	AP
29	Haven Van Antwerpen-Brugge	ANBR	BE	AP
30	Blue Visby Services Ltd	BVS	UK	AP

## Annex 2 - Budget

Forms of funding	Estimated eligible <sup>1</sup> costs (per budget category)									Total costs	Estimated EU contribution <sup>2</sup>			
	Direct costs								Indirect costs		EU contribution to eligible costs			Maximum grant amount <sup>6</sup>
	A. Personnel costs		B. Subcontracting costs	C. Purchase costs			D. Other cost categories	E. Indirect costs <sup>3</sup>	Funding rate % <sup>4</sup>		Maximum EU contribution <sup>5</sup>	Requested EU contribution		
	A.1 Employees (or equivalent)	A.4 SME owners and natural person beneficiaries	B. Subcontracting	C.1 Travel and subsistence	C.2 Equipment	C.3 Other goods, works and services	D.2 Internally invoiced goods and services	E. Indirect costs						
	A.2 Natural persons under direct contract													
	A.3 Seconded persons													
Actual costs	Unit costs (usual accounting practices)	Unit costs <sup>7</sup>	Actual costs	Actual costs	Actual costs	Actual costs	Unit costs (usual accounting practices)	Flat-rate costs <sup>8</sup>		U	g = f * U%	h	m	
a1	a2	a3	b	c1	c2	c3	d2	e = 0,25 * (a1 + a2 + a3 + c1 + c2 + c3)	f = a + b + c + d + e					
1 - SDU	559 020.00	0.00	0.00	0.00	20 000.00	0.00	33 000.00	0.00	153 005.00	765 025.00	100	765 025.00	765 025.00	765 025.00
2 - VFF	314 150.00	0.00	0.00	30 000.00	18 000.00	0.00	3 000.00	0.00	83 787.50	448 937.50	100	448 937.50	448 937.50	448 937.50
3 - UPV	159 500.00	0.00	0.00	0.00	6 000.00	0.00	2 000.00	0.00	41 875.00	209 375.00	100	209 375.00	209 375.00	209 375.00
4 - ABO	218 397.00	0.00	0.00	0.00	6 000.00	0.00	0.00	0.00	56 099.25	280 496.25	100	280 496.25	280 496.25	280 496.25
5 - AWA	527 000.00	0.00	0.00	0.00	24 000.00	0.00	0.00	0.00	137 750.00	688 750.00	60	413 250.00	413 250.00	413 250.00
6 - CET	296 800.00	0.00	0.00	25 000.00	6 000.00	0.00	0.00	0.00	75 700.00	403 500.00	60	242 100.00	242 100.00	242 100.00
7 - NTUA	302 100.00	0.00	0.00	0.00	18 000.00	3 000.00	1 000.00	0.00	81 025.00	405 125.00	100	405 125.00	405 125.00	405 125.00
8 - REV	289 250.00	0.00	0.00	0.00	12 000.00	0.00	15 000.00	0.00	79 062.50	395 312.50	100	395 312.50	395 312.50	395 312.50
9 - TIC 4.0	154 000.00	0.00	0.00	0.00	18 000.00	0.00	0.00	0.00	43 000.00	215 000.00	100	215 000.00	215 000.00	215 000.00
10 - DFD5	180 000.00	0.00	0.00	0.00	10 500.00	0.00	0.00	0.00	47 625.00	238 125.00	60	142 875.00	142 875.00	142 875.00
11 - VTT	0.00	432 000.00	0.00	0.00	12 000.00	0.00	3 000.00	15 358.00	111 750.00	574 108.00	100	574 108.00	574 108.00	574 108.00
12 - DLR	393 293.00	0.00	0.00	0.00	27 000.00	0.00	5 000.00	0.00	106 323.25	531 616.25	100	531 616.25	531 616.25	531 616.25
13 - CMCC	208 000.00	0.00	0.00	0.00	6 000.00	0.00	5 000.00	3 074.00	54 750.00	276 824.00	100	276 824.00	276 824.00	276 824.00
14 - FT	224 000.00	0.00	0.00	0.00	12 000.00	0.00	0.00	0.00	59 000.00	295 000.00	60	177 000.00	177 000.00	177 000.00
15 - RD	221 000.00	0.00	0.00	0.00	12 000.00	0.00	0.00	0.00	58 250.00	291 250.00	60	174 750.00	174 750.00	174 750.00
16 - MMCMZCS	310 981.00	0.00	0.00	0.00	6 000.00	0.00	0.00	0.00	79 245.25	396 226.25	100	396 226.25	396 226.25	396 226.25
17 - NAPA	657 000.00	0.00	0.00	0.00	12 000.00	0.00	3 000.00	0.00	168 000.00	840 000.00	60	504 000.00	504 000.00	504 000.00
18 - IOTA	210 000.00	0.00	0.00	0.00	6 000.00	0.00	0.00	0.00	54 000.00	270 000.00	100	270 000.00	270 000.00	270 000.00
19 - TRI	85 000.00	0.00	0.00	0.00	9 000.00	0.00	0.00	0.00	23 500.00	117 500.00	100	117 500.00	117 500.00	117 500.00
20 - GEN	97 750.00	0.00	0.00	0.00	6 000.00	0.00	0.00	0.00	25 937.50	129 687.50	100	129 687.50	129 687.50	129 687.50
21 - PIR	114 000.00	0.00	0.00	0.00	16 000.00	0.00	0.00	0.00	32 500.00	162 500.00	60	97 500.00	97 500.00	97 500.00
22 - KLA	85 000.00	0.00	0.00	0.00	6 000.00	0.00	0.00	0.00	22 750.00	113 750.00	100	113 750.00	113 750.00	113 750.00
23 - SU	97 552.00	0.00	0.00	0.00	13 000.00	0.00	10 000.00	0.00	30 138.00	150 690.00	100	150 690.00	150 690.00	150 690.00
24 - ERS	93 500.00	0.00	0.00	0.00	6 000.00	0.00	0.00	0.00	24 875.00	124 375.00	60	74 625.00	74 625.00	74 625.00
25 - EST	163 400.00	0.00	0.00	0.00	6 000.00	0.00	0.00	0.00	42 350.00	211 750.00	60	127 050.00	127 050.00	127 050.00
26 - COS	123 500.00	0.00	0.00	0.00	6 000.00	0.00	0.00	0.00	32 375.00	161 875.00	60	97 125.00	97 125.00	97 125.00
27 - FIL	136 000.00	0.00	0.00	0.00	6 000.00	0.00	0.00	0.00	35 500.00	177 500.00	60	106 500.00	106 500.00	106 500.00
28 - DCSA														
29 - ANBR														
30 - BVS														
Σ consortium	6 220 193.00	432 000.00	0.00	55 000.00	305 500.00	3 000.00	80 000.00	18 432.00	1 760 173.25	8 874 298.25		7 436 448.25	7 436 448.25	7 436 448.25

<sup>1</sup> See Article 6 for the eligibility conditions. All amounts must be expressed in EUR (see Article 21 for the conversion rules).

<sup>2</sup> The consortium remains free to decide on a different internal distribution of the EU funding (via the consortium agreement; see Article 7).

<sup>3</sup> Indirect costs already covered by an operating grant (received under any EU funding programme) are ineligible (see Article 6.3). Therefore, a beneficiary/affiliated entity that receives an operating grant during the action duration cannot declare indirect costs for the year(s)/reporting period(s) covered by the operating grant, unless they can demonstrate that the operating grant does not cover any costs of the action. This requires specific accounting tools. Please immediately contact us via the EU Funding & Tenders Portal for details.

<sup>4</sup> See Data Sheet for the funding rate(s).

<sup>5</sup> This is the theoretical amount of the EU contribution to costs, if the reimbursement rate is applied to all the budgeted costs. This theoretical amount is then capped by the 'maximum grant amount'.

<sup>6</sup> The 'maximum grant amount' is the maximum grant amount decided by the EU. It normally corresponds to the requested grant, but may be lower.

<sup>7</sup> See Annex 2a 'Additional information on the estimated budget' for the details (units, cost per unit).

<sup>8</sup> See Data Sheet for the flat-rate.

## Annex 3 - Bi-annual progress report

DG [Name]  
Unit [Name]

# Project Progress Report

<Project Name>

Reporting Period <xx/xx/xxxx> to <xx/xx/xxxx>

Date: <Date>  
Doc. Version: <Version>  
Template Version: 3.0.1



*This template is based on PM<sup>2</sup> v3.0*

*For the latest version of this template please visit the PM<sup>2</sup> Wiki*

**Document Control Information**

Settings	Value
Document Title:	Project Progress Report
Project Title:	<Project Name>
Document Author:	<Document Author>
Project Owner:	<Project Owner (PO)>
Project Manager:	<Project Manager (PM)>
Doc. Version:	<Version>
Sensitivity:	<Public, Limited, High>
Date:	<Date>

**Document Approver(s) and Reviewer(s):**

NOTE: All Approvers are required. Records of each approver must be maintained. All Reviewers in the list are considered required unless explicitly listed as Optional.

Name	Role	Action	Date
		<Approve / Review>	

**Document history:**

The Document Author is authorized to make the following types of changes to the document without requiring that the document be re-approved:

- Editorial, formatting, and spelling
- Clarification

To request a change to this document, contact the Document Author or Owner.

Changes to this document are summarized in the following table in reverse chronological order (latest version first).

Revision	Date	Created by	Short Description of Changes

**Configuration Management: Document Location**

The latest version of this controlled document is stored in <location>.

<These notes should be deleted in the final version :>

**Notes for Templates:**

- Text in <orange>: has to be defined.
- Text in <blue>: guidelines and how to use the Template. Should be deleted in the final version.
- Text in green: can be customised. Should be recolored to black in the final version.

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## 1. PROJECT OVERVIEW

### 1.1. Executive Summary

*<This section is only applied for the yearly reporting and the indicative maximum length is 0.5 page.*

*The section should provide a high-level overview of the entire project and the actual status. The executive summary may include the following elements such as: overall outcomes and business triggers, overall description of the solution, major changes in scope, resources, cost and planning, constraints, achievements, etc>*

### 1.2. Project Stakeholders

<b>Project Due Date</b>	
<b>Project Steering Committee (PSC)</b>	<b>Project Owner (PO):</b>
	<b>Business Manager (BM):</b>
	<b>Solution Provider (SP):</b>
	<b>Project Manager (PM):</b>
	<i>&lt;other stakeholder in the PSC, if applicable&gt;</i>
<b>Business Implementation Group (BIG) / User Representatives (UR)</b>	
<b>Project Core Team (PCT)</b>	
<b>Project Support Team (PST)</b>	
<b>Other stakeholders</b>	<i>&lt;e.g. Data Protection Coordinator (DPC), Document Management Officer (DMO), Local Information Security Officer (LISO), etc&gt;</i>

*<Please provide a link to the original project Business Case and Project Charter.>*



### 1.3. Milestones and Deliverables



<In case of the yearly reporting, this section should address the full lifespan of the project and should not focus exclusively on the reporting period. The objective is to provide an overview for the complete project duration.>

ID	Milestone / Deliverable Name	Target Delivery Date	Actual Delivery date	Status	Comments
				<on-going, planned, achieved>	

<The deliverable IDs should be aligned with the ones used previously in the Project Charter.>

### 1.4. Project Plan (per Work Package)



<This section is to be fulfilled for the key Work Packages (WP), if a considerable cost is involved or the effort is greater than 20 workdays (WDs)>



<Work Package #[...] and name description>									
Planned		Actual		Total Planned Effort at Completion <sup>1</sup>	Planned Effort <sup>2</sup>	Actual Effort <sup>2</sup>	Progress (Earned Value) <sup>3</sup>	Performance	
Start Date	End Date	Start Date	End Date					Schedule <sup>4</sup>	Budget <sup>5</sup>
				<1000€>	<500€>	<300€>	<400€>	<80%  >	<133%  >

<sup>1</sup> Also known as Budget at Completion (BAC).

<sup>2</sup>The quantification of effort should be measured until the end of last week.

<sup>3</sup> Earned value=Planned effort\*% of completion

<sup>4</sup> Ratio= Progress / Planned effort/ \*100 (R<100%=  ; R>100%=  )

<sup>5</sup> Ratio= Progress /Actual effort \* 100 (R<100%=  ; R>100%=  )

--	--	--	--	--	--	--	--	--	--

<The effort can be measured in Man-days (MDs) or euros (€).>

<Work Package #[...] and name description>

Planned		Actual		Total Planned Effort at Completion	Planned Effort	Actual Effort	Progress (Earned Value)	Performance	
Start Date	End Date	Start Date	End Date					Schedule	Budget

## 1.5. Budget and Costs

<This section is only applied for yearly reporting.

It should allow the reader to know the Total Cost of Ownership (TCO) of the project for the full lifecycle. As a consequence, costs beyond the reporting period should also be identified. These costs should be aligned with the costs registered in GovIS2 (<https://psxl.psteering.com/EC/Home.page>).>

	20XX		20XX		20XX		20XX		20XX		
Expenditure	Budget Line	Amount	Budget Line	Amount	Budget Line	Amount	Budget Line	Amount	Budget Line	Amount	Total cost
Infrastructure <sup>6</sup> (k€)											
Development <sup>7</sup> (k€)											
Maintenance <sup>8</sup> (k€)											
Support <sup>9</sup> (k€)											
Training <sup>10</sup> (k€)											

<sup>6</sup> Infrastructure: provide the total (anticipated) cost of the hardware and software required to develop, support, operate and maintain the system

<sup>7</sup> Development: provide the total (anticipated) cost (human resources) for the development of the system

<sup>8</sup> Maintenance: provide the total (anticipated) cost (human resources) in k€ per year to maintain the system

<sup>9</sup> Support: provide the total (anticipated) cost (human resources) in k€ per year to support the system (e.g. helpdesk, operations, etc.)

<sup>10</sup> Training: provide the total (anticipated) cost (human resources) to ensure the training of the users, the support and operations staff, etc.

	20XX		20XX		20XX		20XX		20XX		
Expenditure	Budget Line	Amount	Budget Line	Amount	Budget Line	Amount	Budget Line	Amount	Budget Line	Amount	Total cost
Total per year (k€)											
Total FTE officials <sup>11</sup> per year											

<Note: In the case that the proposed solution includes an Information System (IS) and it's to be financed from the 'Information Systems' budget line, clearly indicate the budget claim.>

## 2. PROJECT DETAILS

### 2.1. Scope Changes

<This section is only applied for the yearly reporting.

It should give an overview of the project scope changes that need to be escalated to the Management, for the reporting period, based on the project Change Log.>

ID	Category <sup>12</sup>	Change Name	Change Description & Details	Status <sup>13</sup>	Action Details (effort & responsible)	Size <sup>14</sup>	Priority <sup>15</sup>	Approved By	Actual Delivery Date

### 2.2. Major Risks and Actions Taken

<This section should highlight the project risks that were identified in the project Risk Log and need to be escalated to Management. You may refer to the project Risk Log for a complete list and description of risks and corresponding actions.>

<sup>11</sup> Total FTE officials: provide the total (anticipated) effort that will be spent by Commission officials on the project (in man-weeks, man-months or man-years).

<sup>12</sup> Categorize the changes. Examples of categories are: new requirement, technical, issue or risk related, business improvement, etc.

<sup>13</sup> The Change Status can assume the following states: Submitted; Investigating; Waiting For Approval; Approved; Rejected; Postponed; Merged; Implemented

<sup>14</sup> Size represents the effort related to the change implementation and the possible values are: 5=Very high; 4=High; 3=Medium; 2=Low; 1=Very low

<sup>15</sup> Priority is a numeric value given to a project change to classify its relative importance in comparison to other changes and the possible values are: 5=Very high; 4=High; 3=Medium; 2=Low; 1=Very low

ID	Category <sup>16</sup>	Risk Name	Risk Description & Details	Status <sup>17</sup>	Likelihood <sup>18</sup>	Impact <sup>19</sup>	Risk Level <sup>20</sup>	Risk Owner	Risk Response Strategy <sup>21</sup>	Action Details	Target Date

### 2.3. Major Issues and Actions Taken

<This section should give an overview of the major project issues (to be escalated to Management), aligned with the project Issue Log. You may refer to the Issue Log for a complete list and description of issues and corresponding actions>

ID	Category <sup>16</sup>	Issue Name	Issue Description & Details	Status <sup>22</sup>	Action Details	Urgency <sup>23</sup>	Impact <sup>24</sup>	Size <sup>25</sup>	Target Date	Issue Owner

<sup>16</sup> Categories of risks / issues related to the area affected by the risk / issue (e.g. Business, IT, People & Organisation, External and Legal).

<sup>17</sup> The risk status can be any of the following: Proposed; Investigating; Waiting for Approval; Approved; Rejected; Closed.

<sup>18</sup> A numeric value denoting the estimate of the probability that the risk will occur. The possible values are: 5=Very high; 4=High; 3=Medium; 2=Low; 1=Very low.

<sup>19</sup> A numeric value denoting the severity of the impact of the risk (should it occur). The possible values are: 5=Very high; 4=High; 3=Medium; 2=Low; 1=Very low.

<sup>20</sup> The risk level is the product of the likelihood and impact (RL=L\*I).

<sup>21</sup> The possible risk response strategies are: Avoid/ Transfer or Share/ Reduce / Accept.

<sup>22</sup> The issue status can be any of the following: Open; Postponed; Resolved; Closed.

<sup>23</sup> A numeric value denoting the urgency of the issue. The possible values are: 5=Very high; 4=High; 3=Medium; 2=Low; 1=Very low.

<sup>24</sup> A numeric value denoting the severity / impact of the issue. The possible values are: 5=Very high; 4=High; 3=Medium; 2=Low; 1=Very low.

<sup>25</sup> Issue size represents the effort related to the issue resolution. The possible values are: 5=Very high; 4=High; 3=Medium; 2=Low; 1=Very low.

## 2.4. Other On-going and Planned Actions

<This section is optional and the objective is to detail further actions currently on-going or planned to be done in the next reporting period, if relevant.>

Actions	Due date	Who & Comments

## 2.5. Achievements

<This section is optional and the objective is to provide an overview of what has been achieved that haven't been yet referred in this document. It should focus exclusively on the reporting period.>

Project Highlights / Achievements	Comments

### 3. APPENDIX 1: REFERENCES AND RELATED DOCUMENTS

<Use this section to reference (or append if needed in a separate annex) any relevant or additional information. Specify each reference or related document by title, version (if applicable), date, and source (e.g. the location of the document or the publishing organisation).>

ID	Reference or Related Document	Source or Link/Location
1	<Example of a related document> <04.Project_Handbook.XYZ.11-11-2013.V.1.0.docx>	<Example of a location> < U:\METHODS\PM²@EC\Documents\>
2	Project folder	<Insert project folder location.>
3	<Example of a reference> <"The Communication on Risk Management, SEC(2005)1327">	<Example of a source> <20/10/2005, European Commission>

# Annex 4 – Deliverable template

Link to [template](#)

**DX.X. Deliverable title**

Subtitle



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## Annex 5 - Risks

Description of risk (level of (i) likelihood, and (ii) severity: Low/Medium/High)	WP(s) involved	Proposed risk-mitigation measures
Harmonized set of standards does not contain up-to-date trends and latest developments. (i): low, (ii): high	WP1	WP-L and task leaders will attend important meetings with standard-defining bodies, e.g., TIC4.0, DCSA, IALA, etc. and hold close contact, so that selected and harmonized set of standards for MISSION are based on latest and acknowledged standards
Data sharing and IT-infrastructure not compatible with existing systems and requirements due to outdated IT-infrastructure. (i): low, (ii): medium	WP2	APIs and data sharing protocols will be made available for existing systems
Data to train and evaluate AI/ML models is not sufficiently available. (i) low, (ii): medium	WP3	The AI/ML models for voyage, fleet, and port call analytics can be trained on AIS data available ex-post for all ships
End users are unavailable to sufficiently participate in the DCS. (i): medium, (iii): high	WP4	Keep close contact to key people in the organization to keep up motivation; keep sufficiently and continuously informed about progress and involve them in the scenario definition so that usefulness and benefits are clear and motivating.
Methodology to measure emissions reductions does not fit the different traffic types. (i) low, (ii) medium	WP5	Make sure that end user shipping companies are involved in the process, so that specificities are captured for correct measurement further consulting technical guidance
Lack of impact. (i): low, (ii): medium	WP6	Booster activities will be considered (e.g., renewed social media engagement; engagement with local press, institutional communications channels, academics personal social media pages, maritime/IT/oceanographic conferences etc.). Standardization organizations and policy makers will be approached and informed about the cost and benefits of MISSION's solutions for end users and stakeholders.
A consortium member leaves the project. (i): low, (ii): medium	WP6	The project management team will analyse: (1) substitution of the partner by another one with similar



		expertise; (2) redistribution of tasks among project partners.
Delay in any individual WP or key milestones and non-performance of partners. (i): low, (ii): medium	All	The project coordinator will call for an emergency meeting to re-establish the terms of the consortium agreement. If necessary, work will be redistributed from non-performing partners to other partners with appropriate competences.
Loss of critical competencies or key participants in the project. (i): low, (ii): low	All	The project is led and anchored by partners with considerable organizational capacity. In this unlikely event, individuals will be replaced using the different networks of the involved partners.

# Annex 6 - Timesheet by EU

Link: [EC timesheet](#)

Project: [insert number] – [insert acronym] – [insert call identifier]

EU Grants: Time declaration: V1.1 – 01.05.2022

EU GRANTS DECLARATION OF DAYS WORKED ON A PROJECT			YEAR:	
<i>To be kept on file in case of audit.</i>				
Project acronym:			Project number:	
Participant name:				
Name of the person:			Type of personnel: (employee/ natural person under direct contract/ seconded/ other)	

Month	Days worked in the action <sup>1</sup> (e.g. 15, 7.5, 0.5)	Work Packages worked on (e.g. WP2; WP3)	Date and signature of the person	Name, date and signature of the supervisor
January			Signature: Date:	Name: Signature: Date:
February			Signature: Date:	Name: Signature: Date:
March			Signature: Date:	Name: Signature: Date:
April			Signature: Date:	Name: Signature: Date:
May			Signature: Date:	Name: Signature: Date:
June			Signature: Date:	Name: Signature: Date:
July			Signature: Date:	Name: Signature: Date:
August			Signature: Date:	Name: Signature: Date:
September			Signature: Date:	Name: Signature: Date:
October			Signature: Date:	Name: Signature: Date:
November			Signature: Date:	Name: Signature: Date:
December			Signature: Date:	Name: Signature: Date:
TOTAL				

<sup>1</sup> 1 day = number of hours that a full-time employee of the participant [usually](#) work in a standard day (e.g. 8 hours).

## Annex 7 - Visual identity guidelines

# VISUAL IDENTITY GUIDELINES



**MISSION**



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# INTRODUCTION

Visual identity and key messages for MISSION have been delivered and presented to the partners at the kick-off meeting that took place on 18 and 19 January 2024 in Copenhagen, Denmark. These guidelines have been approved by all partners present at the meeting.

# VISUAL IDENTITY

The visual identity of MISSION plays an essential role in raising awareness and promoting the project. As such, it is imperative that every partner respects these guidelines when using the logo, font, and colours for any external or internal communication activities. These activities include, but are not limited to presentation templates, posters, business cards, flyers, or social media content.

The following guidelines provide a framework for using the brand identity in a consistent manner. Consistency communicates reliability and provides the foundation for working together in an efficient way. While maintaining the highest quality standards, the choice of words and visuals are key opportunities to show different audiences our understanding and engagement.

This visual identity guideline is an evolving document that can be updated to accommodate changing requirements as the project develops. If you or your team members require any assistance, additional support materials, or any sort of adjustments for a specific situation, please get in touch with the MISSION team. You should also contact the Communication Leads of MISSION Project if for any reason you need to work outside the scope of these visual identity guidelines.

## 1.1. The logo



MISSION aims to reduce the greenhouse gas emissions of the shipping industry. By fully digitalising the voyage and port call optimization system, the waiting time of cargos will be reduced, increasing the safety of the maritime sector and reducing the environmental impacts in ports. The logo aims to represent two ships as seen from above and the time aspect of the project. The colours also evoke the dark blue of the ocean.

**Both logo pack and templates (Word and PPT) have been uploaded on project Teams site.**

**Logo folder:** [Logo pack](#)

**Templates folder:** [Templates pack](#)

## 1.2. Logo variations



### Purple and red

This is the default version of the logo. To be used on a white or light background.



### Black

This version of the logo is to be used on black and white layouts or documents, or in light backgrounds.



### White

This version of the logo is to be used on a dark background.



### White and red

This version of the logo is to be used on a dark background.

## 1.3. The colours

MISSION project's colour palette has been developed to meet all communication needs.



HEX: #3A2E87

CMYK: 57/66/0/47

RGB: 58/46/135



HEX: #E62336

CMYK: 0/85/77/10

RGB: 230/35/54



## 1.4. Typography

The typeface used for MISSION communications is **Arial (Body)**. Minimum font size of the text is 10pt. Titles are in red (#E62336), subtitles are in Indigo blue (#3A2E87), while the rest of the text is dark grey (#656371).

### Heading 1

#### 1.1. Heading 2

Morbi leo risus, porta ac consectetur ac, vestibulum at eros. Cras justo odio, dapibus ac facilisis in, egestas eget quam. Maecenas sed diam eget risus varius blandit sit amet non magna. Donec sed odio dui.

“Quote: Maecenas sed diam eget risus varius blandit sit amet non magna. Lorem ipsum dolor sit amet, consectetur adipiscing elit. Cum sociis natoque penatibus et magnis dis parturient montes, nascetur ridiculus mus.

– Author

##### 1.1.1.Heading 3

Morbi leo risus, porta ac consectetur ac, vestibulum at eros. Cras justo odio, dapibus ac facilisis in, egestas eget quam. Maecenas sed diam eget risus varius blandit sit amet non magna. Donec sed odio dui.

- Maecenas sed diam eget risus varius blandit sit amet non magna.
- Maecenas sed diam eget risus varius blandit sit amet non magna.
- Maecenas sed diam eget risus varius blandit sit amet non magna.

## 1.5. Templates

Templates for deliverables, Word documents, PPT presentations, and press releases have been developed with the objective of enforcing the project's visual identity.

## 1.6. EU disclaimer and emblem

Communication activities of the project, such as media relations, conferences, seminars; communication materials (brochures, leaflets, posters, presentations, etc.); and dissemination activities must acknowledge EU support and display the European flag (emblem) and funding statement as shown below.



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## 2. KEY MESSAGES

### 2.1. Golden paragraph

MISSION aims to digitalise the maritime sector to enhance maritime safety and protect people's health by decreasing port traffic, associated costs, and GHG emissions.

### 2.2. Key messaging & sub-messaging

MISSION will fully digitalise the voyage and port call optimization system to save the waiting time of cargos, increase safety of the maritime sector, and reduce the environmental impacts in ports.

MISSION will contribute to:

- Air pollution reduction in ports and maritime transport, reducing the health impacts of people living close to ports
- Improve safety by establishing open digital data exchange
- Address the optimization of cargo transport
- Save fuel of up to 10-20% on overall voyage and related costs

### 2.3. Tagline

*Just in time*

### 2.4. Key words

Digitalise, environmental footprint, port traffic, health, shipping industry, maritime safety, transport innovation.

### 2.5. Website & social media

**Website:** [missionproject.eu](https://missionproject.eu)

**X:** [@ProjectMission](https://twitter.com/ProjectMission)

**LinkedIn:** [MISSION Project](https://www.linkedin.com/company/mission-project)

## 3. CONTACT

For any questions regarding these guidelines please contact the communications partner:

### CONTACT PERSON

Aleksandra Starčević

Project Manager

REVOLVE

[aleksandra@revolve.media](mailto:aleksandra@revolve.media)

## Annex 8 - Executive board members

Name	Institution	WP
Jorge Miguel Lara López	VPF	WP1 & WP5
Helle Lyngborg (WP4/WP7),	SDU	WP4/WP7
Nicolas Maes	Royal Dirkzwager	WP2
José Andrés Giménez Maldonado	TIC 4.0	WP3
Julia Pahl	SDU	WP4/WP7
Jussi Poikonen	Awake	WP3
Aleksandra Starčević	Revolve	WP6

## Annex 9 - Scientific advisory board members

No	Name	Institution
1	Lucjan Gucma	The Maritime University of Szczecin
2	Mees van der Wiel	DCSA
3	Mikael Lind	RISE
4	Pieter Van Bouwel	Port of Antwerp Chief Digital and Innovation Officer
5	Óscar Pernia	NextPort
6	Phanthian Zuesongdham	HPA
7	Magnus Sündstrom	Head of Research and Innovation at Swedish Maritime Administration
8	Ornulf Jan Rodseth	Expert in autonomous ships and maritime digitalization (Shipping 4.0); Norwegian Forum for Autonomous Ships
9	Kay Fjørtoft	SINTEF Ocean.