



Efficient and affordable Zero Emission logistics through
NEXT generation **Electric TRUCKs**

HORIZON Innovation Actions | Project Number: 101056740

D1.2
Project Management Plan



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2.1	30/09/2022	Eva Flora Varga	Final (submitted 30/09/2022)
3.0	16/03/2023	Ashleigh Hruz	Final version after receiving comments from Project Officer

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ABBREVIATIONS AND ACRONYMS

Abbreviation	Meaning
BO	Back Office
CINEA	European Climate, Infrastructure and Environment Executive Agency
DoA	Description of Action
EC	European Commission
GA	General Assembly
EB	Executive Board
WBS	Work Breakdown Structure
WP	Work Package
WPL	Work Package Leader
PMP	Project Management Plan
PO	Project Officer



EXECUTIVE SUMMARY & PURPOSE OF THE DELIVERABLE

The Project Management Plan (PMP) is meant to be used by the consortium members to achieve common understanding on the roles and responsibilities as well as the processes and procedures used in the NextETRUCK project.

It aims to ensure smooth project implementation via proper project management, including aspects such as collaboration, reporting, progress monitoring, risk management and quality assurance.

The Project Management Plan describes the:

- quality assurance guidelines
- risk management process
- project management tools
- reporting task allocation

The PMP highlights certain parts and complements other ones from the Grant Agreement and the Consortium Agreement.



1 INTRODUCTION

1.1 About NextETRUCK

NextETRUCK is a 3-year Horizon Europe project that develops ZEV concepts tailored for regional medium freight haulage, running from 1 July 2022 until 31 December 2025.

The project aims at playing a pioneering role in the decarbonisation of vehicle fleets, demonstrating next-generation e-mobility concepts. It also contributes to the development of zero-emission vehicles and ecosystems that are holistic, innovative, affordable, competitive, and synergetic.

NextETRUCK is expected to build concepts tailored for regional medium freight haulage with at least a 10% increase in energy efficiency compared to existing highest-end benchmark electric vehicles. In addition, it shall prepare concept and infrastructure demonstrators for fast charging and offer new business models to increase end-user acceptance and foster the market uptake of the project solutions.

The project's consortium consists of 19 partners from 8 countries: The Netherlands, Belgium, Germany, Spain, Greece, Australia, Turkey, United Kingdom¹. The project's coordinator is TNO (Netherlands Organization for Applied Scientific Research).

NextETRUCK shall conduct demonstrations in Istanbul, Barcelona, and Utrecht.

1.2 Main changes from previous version

There is a time deviation on this deliverable. This deliverable was due in M3 and initially submitted in M3. It is being resubmitted in M9 after addressing the PO's comments.

The main change from the previously submitted version is that this version is now in the project branded template that will be used for all deliverables. This version also improves quality review procedures by requiring the Back Office to check the template of all deliverables before submission.

2 QUALITY ASSURANCE GUIDELINES

The **Quality Assurance Guidelines** aims to ensure that the WP1 objectives are met throughout the project's lifecycle and beyond, namely during final reporting and exploitation phase.

¹ The UK participants in this project are co-funded by the UK.



2.1 Management Structure and Procedures

The project management is divided into two levels: 1) Project Coordination and technical project management (TNO) and 2) Operational Management, Back Office (VUB). The **project structure** is illustrated below.

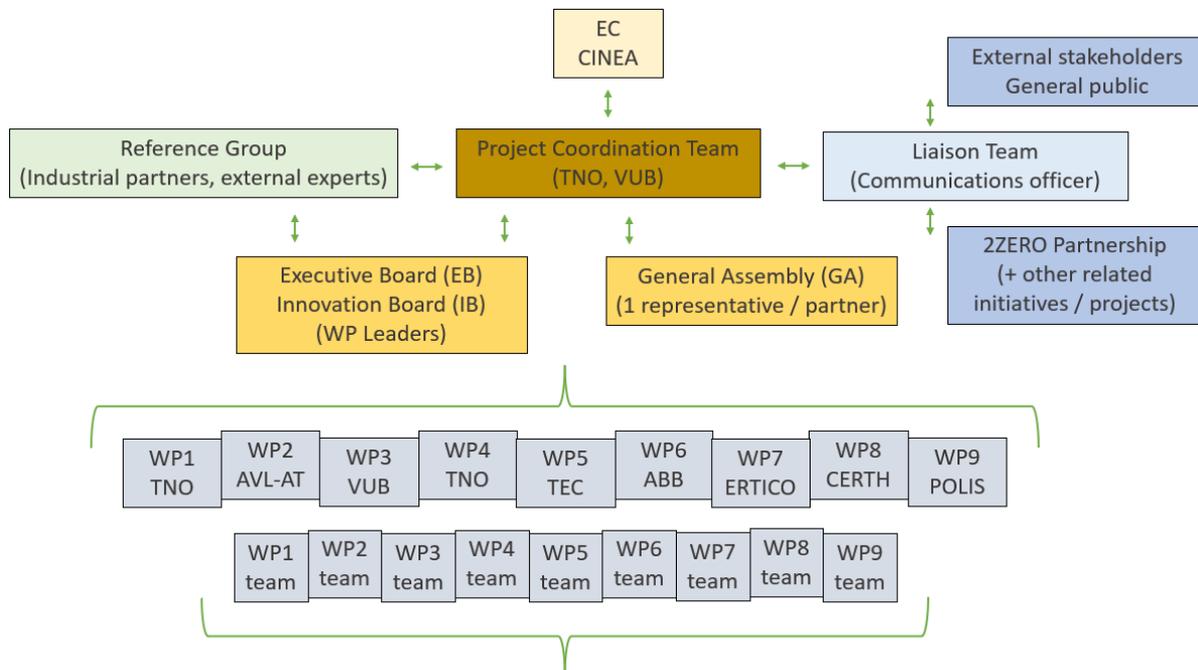


Figure 1: NextETRUCK project structure.

The project **Coordinator** is TNO. TNO is the main contact point for CINEA, chairs the Executive Board and the General Assembly meetings and is responsible for the technical coordination of the project. TNO is supported by the project **Back-office** (BO), VUB. The Project Coordination Team (TNO, VUB) meets frequently to discuss project management matters. The **Back-office** is responsible for setting-up and maintaining the secure project intranet (see Chapter 3 of this document), monitoring expenses, providing budget financial overviews and supporting the Coordinator in day-to-day project management (e.g. taking the minutes at meetings). The **Innovation manager** (IM), ERTICO will develop the innovation process to manage and monitor the innovations arising from the project. The IM will organize and lead the Innovation Board. The IM will monitor the related IPRs as well.

The **Executive Board (EB)** consists of the WP leaders: TNO, VUB, AVL-AT, TEC, ABB, ERTICO, CERTH, POLIS, plus the Coordinator, Innovation Manager and Scientific lead. The EB supports the Coordinator in terms of quality monitoring and technical project management. The EB does not have a decision-making capacity. It can nevertheless raise issues and is responsible for proposing solutions to the General Assembly.

The **WP leaders** are responsible for:

- Progress management and reporting



- Supporting the Coordinator in quality management
- Timely delivery and appropriate review of deliverables from the WP
- Implementing decisions made by the General Assembly
- Warn the Project Coordinator on risks
- Support the dissemination of WP results

The **Innovation Board** (IB) is chaired by the Innovation Manager (ERTICO) and ensures the proper handling, reporting and exploitation of results. The Innovation Board meetings might be held together with the Executive Board meetings when convenient.

The **General Assembly** (GA) is the main decision-making body, consisting of 1 representative from each partner, all having an equal vote on decisions.

The **Reference Group** (RG) will be set-up within WP9 to exchange information, experience and best practices. Foreseen members are public authorities, companies and interested parties outside the consortium. The Reference Group members will have the opportunity to provide feedback to the project and will be regularly informed about the project's progress. The group will meet at least twice a year.

2.2 Decision-Making Mechanism and Conflict Resolution

2.2.1 Decision-making

The General Assembly is authorized to make important decisions (see non exhaustive list below). For further information please refer to article 6.3.1.2 of the Consortium Agreement.

- Changing Annexes 1 and 2 of the Grant Agreement.
- Modifications or withdrawal of Background set out in the CA.
- Adding or removing a new beneficiary to the project.
- Declaration of a Party to be a Defaulting Party.
- Proposal to suspend of all or part of the project.

2.2.2 Voting Rules

- **At a meeting**

Voting rules are explained below in line with the Consortium Agreement (CA, article 6.2.3). **Consortium bodies can make a decision in meetings only if thirteen-nineteenths (13/19) of its members are present or represented at the meeting.** If the 13/19 participation is not



reached, the chairperson of the Consortium Body shall convene another ordinary meeting within 15 calendar days. If in this meeting the quorum is not reached once more, the chairperson shall convene an extraordinary meeting which shall be entitled to decide even if less than the quorum of Members is present or represented.

Each member of a Consortium body has one vote (except defaulting parties). **Decisions shall be taken by a majority of two-thirds (2/3).**

Parties can veto a decision under certain rules, see article 6.2.4.1 of the Consortium Agreement.

- **Without a meeting**

Decisions can also be taken in the project without a meeting if (CA, article 6.2.2.8):

- The Coordinator circulates to the General Assembly a suggested decision with a deadline for responses of at least 10 calendar days and
- the decision is agreed by 51 % of all Parties.

The Coordinator then should inform the project partners on the outcome of the vote.

A veto may be submitted up to 15 calendar days after receipt of this information.

The decision will be binding after the Coordinator sends a notification. The Coordinator will register the decisions and keep proofs on the Cooperation Tool.

2.3 Working Procedures

2.3.1 General Assembly Meetings

As also indicated in the Grant and Consortium Agreements ordinary meetings of the General Assembly will take place at least once a year. **Extraordinary meetings** will be held at any time upon written request of the Executive Board or with request of at least one-third of the Members of the General Assembly (CA, article 6.2.2.1).

2.3.2 Executive Board Meetings

Ordinary Executive Board meetings were planned to be held quarterly in the GA, however the EB decided to hold its regular meetings at least monthly. **Extraordinary meetings** will be held any time upon the request (CA, article 6.2.2.1).

2.3.3 Work Package Meetings

WP meetings will take place on a regular basis, organized by the Work Package Leader.



2.3.4 Minutes

- **General Assembly and Executive Board meetings**

The **minutes** will be produced by the Back Office, and they will contain all important actions and decisions. A draft of the minutes will be uploaded to the Cooperation tool and/or sent to all members of the GA and/or EB within 15 calendar days of a meeting (CA, article 6.2.5.1).

The minutes shall be considered as accepted if, within 20 calendar days from sending, no member has sent an objection in writing to the BO/Project Coordinator with respect to the accuracy of the draft of the minutes (CA, article 6.2.5.2).

- **WP meetings**

The **minutes** will be produced by the WPL (or task leader) and they will contain all important actions and decisions. They will be produced within 10 calendar days of a meeting. Minutes of meetings have to be stored on the Cooperation tool for transparency and monitoring reasons.

2.4 Quality of deliverables and Peer review

2.4.1 Deliverable review process

Two different peer review processes have been established in the project: one for technical deliverables and a simplified one for non-technical deliverables. The Executive Board will organise and/or perform peer review of the deliverables. A **reviewers' list** will be set-up and maintained. In addition, the Back Office will carry out the formal quality check in order to ensure that the deliverable complies with the formal requirements, such as the use of EU emblem and disclaimers. The Back Office will also ensure that the NextETRUCK deliverable template is used.

2.4.1.1 Technical Deliverables

For **technical deliverables**, the proposed deadline for the final draft to be available is 1 month before submission. The author shall send the final draft to the 1st reviewer 3 weeks in advance, then 2 weeks before submission the 1st reviewer shall send the deliverable to the 2nd reviewer. The author should make the required updates and provide the final version to the Coordinator and BO latest 1 week before the submission deadline. The review process is illustrated below.

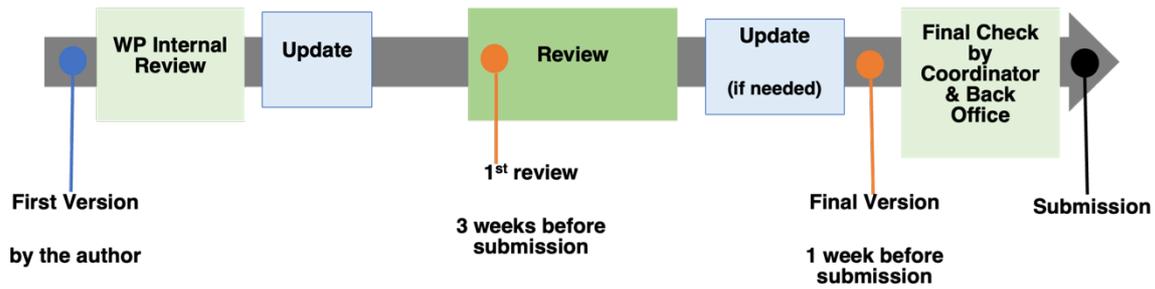


Figure 2: Technical deliverables review process.

2.4.1.2 Non-Technical Deliverables

The final draft of **non-technical deliverables** will be circulated to all of the relevant partners in the consortium for comments/approval 3 weeks before its due date. Feedback from the review will be used to create an update and final version which will be sent to the Coordinator and Back Office 1 week before submission for final review.

The BO is responsible to submit the final versions of the deliverables to CINEA via the EU Portal. The author is responsible for sending the deliverable to the Coordinator and BO on time and for uploading the final PDF to the Cooperation Tool.

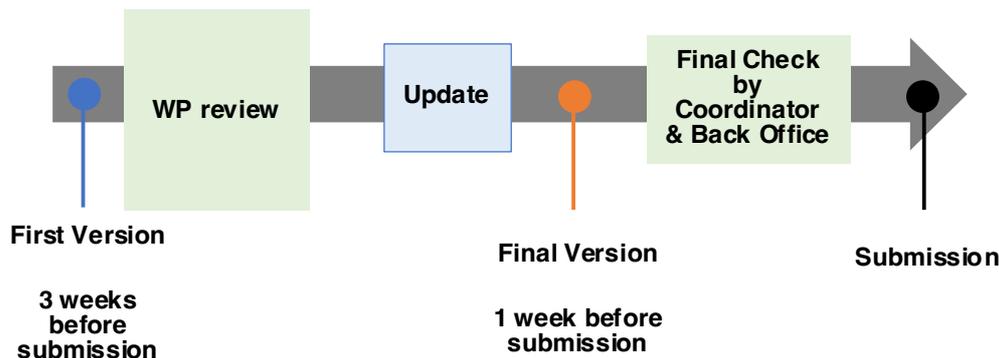


Figure 3: Non-technical deliverables review process.

2.4.2 Scope of Review

Work Package Leaders will appoint reviewers for the deliverables in their WPs, under the supervision of the Coordinator and project Technical Lead. The BO will support the process with keeping the reviewers list up to date.

The reviewers are asked to provide comments and **recommendations** on the deliverable. The review results are for internal use only. After review, the author will revise the deliverable or if the deliverable is not accepted, the reviewer(s) might formally suggest a second review process.

2.5 External Communications



Dissemination of the project's results will be done continuously, led by POLIS. The rules set out in the Consortium Agreement shall be respected. In addition, **external communication** should be sent to the GA for approval to publish if the content includes project results. The GA has two weeks to review the communication and if the GA does not object at the end of two weeks, the content will be published. If the content includes general information the Coordinator shall approve the content without consulting the GA.

3 RISK MANAGEMENT PLAN

3.1 Risk management

Risk monitoring will be carried out continuously. The project uses the “**risk probability and impact matrix**” approach for regularly mapping the probability and impact of potential risks.

The Work Package leaders are responsible for identifying emerging risks in their WPs and for notifying the Project Coordinator about them. Risks will be stored in the **risk register**. The Project Coordinator will ensure that the risk register is kept up to date, the mitigation measures are reassessed, and the risks are categorized appropriately.

The most relevant risks (high impact/high probability) from the risk register will feed into the “critical risks” tab on the EU Portal.

3.2 Mitigation measures

Partners are responsible for applying the proposed risk mitigation measures and this should be monitored by the Work Package Leaders. If a mitigation measure proves to be insufficient, the Executive Board shall re-assess the risk and propose new ways to overcome it.

4 PROJECT MANAGEMENT TOOLS

The project management tools, namely the project intranet solutions, the Gantt chart and the Work Breakdown structure are presented below.

4.1 Project Intranet Solutions

In NextETRUCK the project Back Office (BO) is responsible for both the daily operational and overall financial management. As part of this task, the project data is organized by the BO in a centralized manner through the **Cooperation Tool and VUB Sharepoint**.

The Cooperation Tool was selected as the primary project management platform after evaluation of several project management solutions. Besides storage and project



management, another important role of the Cooperation Tool is to support project members, the Coordinator and the Work Package Leaders in fulfilling their obligations related to monitoring and reporting. The relevant functions of the Cooperation Tool are outlined below.

In addition, the project will make use of **SharePoint** to work on documents simultaneously, whenever needed.

4.1.1 Access rights

The Back Office invites each member of the consortium to join the Cooperation Tool. Users are granted appropriate **access rights** according to their role in the project. The BO is the “admin” and can modify any content on the platform. The Project Coordinator can edit all activities, participants, documents, and resources. Most other members are “users” and can access all project data but only can add documents. Work Package leaders in addition can manage (edit) the information on their WPs. Deputy WP leaders and task leaders are “power users” and in addition can create meetings. WP leaders are granted “Domain Admin” rights in their WP and they can manage user rights within the domain; change documents status, confirming that the peer review process is completed and the document is final, create and manage action points.

4.1.2 Progress monitoring

The Cooperation Tool serves as a project monitoring tool as it allows the project management team, the WP Leaders and beneficiaries to gain a quick overview on the project status, including but not limited to the timeline, deliverables, milestones, risks, resources, documents, contacts, meetings, actions, etc. It sends notifications on upcoming important deadlines to each user by email. The frequency and content depend on the preferences of the user, can be personalized. Furthermore, the notifications are shown in the user’s account as well.

The screenshot shows the 'cooperationtool' dashboard for the 'NextETRUCK' project. The 'Deliverables' table is as follows:

Protocol	Code	Title	Leading Participant	Nature	Dissemination	Status	Document
NETK-WP2-DEL-005	D2.5	Test catalogue	NEDERLANDSE ORGANISATIE VOOR ...	Report	Confidential	Active	
NETK-WP2-DEL-004	D2.4	Element interaction	AVL LIST GMBH	Report	Confidential	Active	
NETK-WP2-DEL-003	D2.3	Element definition	VRIJE UNIVERSITEIT BRUSSEL	Report	Confidential	Active	
NETK-WP2-DEL-002	D2.2	System definition	AVL LIST GMBH	Report	Public	Active	
NETK-WP2-DEL-001	D2.1	Use case, mission and overall vehicle definition	EUROPEAN ROAD TRANSPORT TELE...	Report	Public	Active	

Figure 4: Example of WP domain.

4.1.3 Documents

The final versions of all relevant project documents shall be uploaded to the Cooperation Tool. The uploaded documents are assigned with a unique identification name as follows: [Project] – [Domain] – [Type] – [Owner] – [Number] – [Version].



In addition, VUB Sharepoint is used allowing multiply people to edit a document simultaneously, when required.

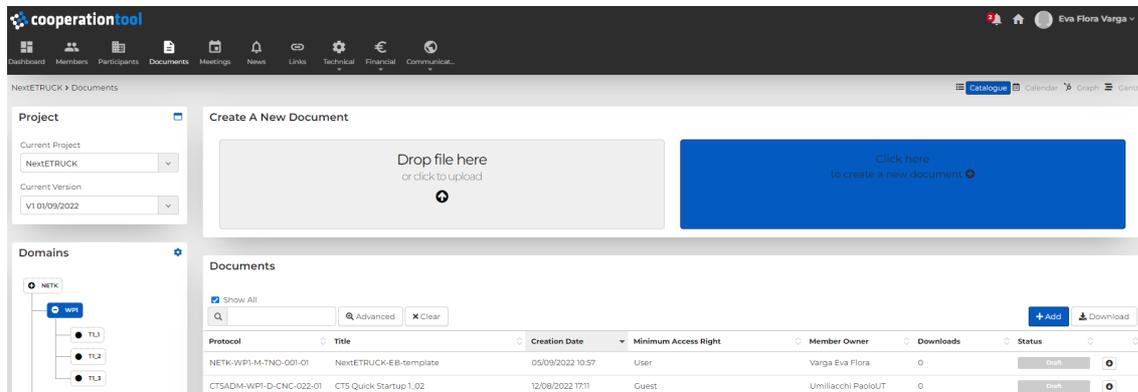


Figure 5: Documents Storage - Cooperation Tool.

My files > NextETRUCK HE project folder

Name	Modified	Modified By	File size	Sharing
Grant Agreement	August 19	Eva Flora VARGA	1 item	Shared
Meetings	August 19	Eva Flora VARGA	3 items	Shared
WP documents	August 19	Eva Flora VARGA	2 items	Shared
Contact list	August 19	Eva Flora VARGA	2 items	Shared

Figure 6: Documents Storage - SharePoint.

4.1.4 Financial part

The **project budget** is available in the “Financial” tab on the Cooperation Tool. Internal financial reporting is foreseen on a biannual basis on the project. The reporting periods are listed below. Partners should report on resources and costs spent in the period on the Cooperation Tool (“accounts” tab). The Back office will prepare a financial project overview, highlighting deviations and present it to the Executive Board and General Assembly.

Table 1: Reporting Schedule.

	Period	Report ready
Interim report 1	M01-M06 (01 July 2022 – 31 December 2022)	M07 (31 January 2023)
Interim report 2	M07-M12 (01 January 2023 – 30 June 2023)	M13 (31 July 2023)
Interim report 3	M13-M18 (01 July 2023 – 31 December 2023)	M19 (31 January 2024)
Periodic Report 1	M01-M18 (01 July 2022 – 31 December 2023)	M20 (29 February 2024)
Interim report 4	M19-M24 (01 January 2024 – 30 June 2024)	M25 (31 July 2024)
Interim report 5	M25-M30 (01 July 2024 – 31 December 2024)	M31 (31 January 2025)



Interim report 6	M31-M36 (01 January 2025 – 30 June 2025)	M37 (31 July 2025)
Periodic Report 2	M19-M36 (01 January 2024 - 30 June 2025)	M38 (31 August 2025)
Interim report 7	M37-M42 (01 July 2025 – 31 December 2025)	M43 (01 January 2026)
Final report	M37-M42 (01 July 2025 – 31 December 2025)	M44 (29 February 2026)

4.1.5 Cooperation

Groups and mailing lists have been set-up for each project body and WP to facilitate internal communication. In addition, each user can initiate discussions connected to tasks, documents or the budget in the “forum” on the Cooperation Tool.

Meetings of project bodies have been scheduled: the Executive Board will meet every second Thursday of the month (and in between upon need), while the General Assembly will meet at least every summer. Meetings will be both announced by email and on the Cooperation Tool (“meetings” tab).



4.2 Work breakdown structure

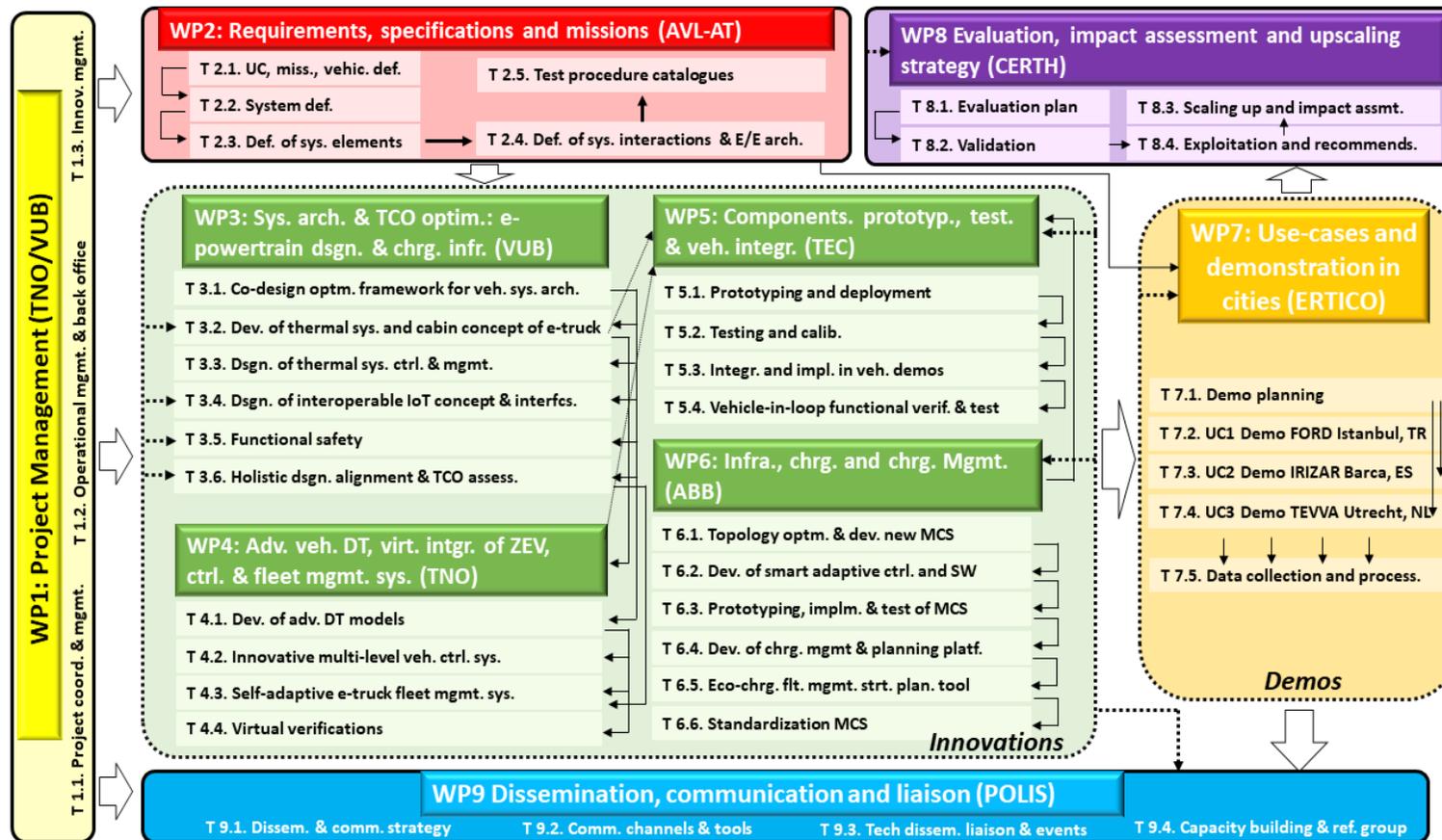


Figure 7: NextETRUCK: Work breakdown structure.



4.3 Gantt Chart

The **Gantt chart** shows the planned time schedule of tasks, events and milestones in the project.

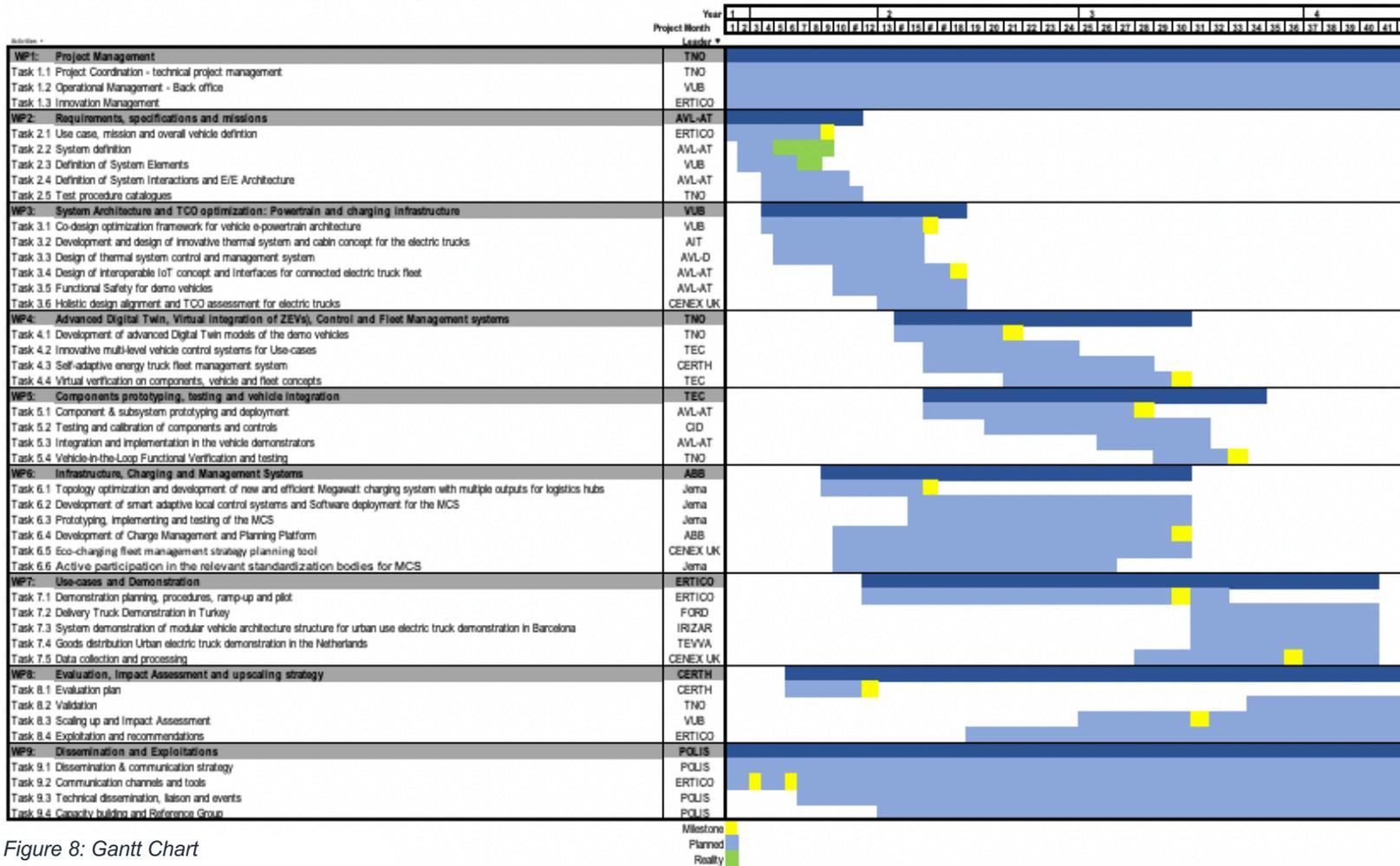


Figure 8: Gantt Chart



5 REPORTING

Internal financial reporting will take every 6 month (please see section 3.1.4), coordinated by the Back Office, with the active participation of all partners. The Coordinator can complement this with technical reporting.

Periodic reports will be produced in line with the Grant Agreement requirements. The Back Office will provide appropriate templates and will support the partners in the process. The overall high quality of the reports will be ensured by the Coordinator. WP Leaders will collect, comply and send information from their WPs to the Coordinator and Back Office. POLIS will support the continuous reporting via providing information on dissemination, communication and publications. TNO will provide input on Datasets, while ERTICO will contribute with results and impact details.

6 CONCLUSIONS

The Project management plan provides an overview on the tools and procedures used in the project to ensure its proper implementation. It includes the quality assurance guidelines, including review procedures, the risk management approach and information on the project intranet. It has been discussed with and accepted by the relevant Project Management Bodies.