

Operational Maturity

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Project Maturity : Operational Maturity

Credible project implementation plan covering financial close, entry into operation and annual reporting after the entry into operation and related deliverables

Relevance and track record of the project management team and soundness of the project organisation

State of play and credibility of the plan for obtaining required permits, intellectual property rights or licences and other regulatory procedures

Soundness of the strategy for ensuring public acceptance

Address project's implementation risks (e.g. dependencies on other projects) and credible risk mitigation measures

Application form, Part B, sections:

- 3.3 - Operational maturity
- 3.4 - Risks and mitigation measures
- 7.1 - Work Plan
- 7.2 – Work Packages, activities, resources and timing

Timetable-Gantt chart (mandatory document)

Participant information (including CVs and previous projects, if any)

- Any existing due diligence report (optional)

Operational Maturity

Credibility and level of detail of project implementation plan covering all project milestones & related deliverables

Guiding principle / key questions to reply:

- Project **milestones** must include at least financial close, entry into operation and annual reporting after the entry into operation (guidance provided in the call text and application form).
- Provide **timeline** from signature of the grant up to the end of the operation period; **ensure consistency** with timetable provided as annex.
- **key aspects**: strategy to reach milestones of financial close and entry into operation; ensure timing of planned activities during plant construction; regular operation of the technology during operation period.
- implementation planning **consistent** with work packages, milestones and deliverables described in section 7 of Part B.
- Ability to **reach entry into operation** in line with market standards in the sector or faster.

Project implementation plan

Describe the implementation planning of the project and key milestones, deliverables and work plan for project development, construction and roll out, and envisaged permitting procedures.

Provide the timeline which must cover the period of the project implementation starting from the signature of the grant up to the end of the monitoring and reporting period and include inter alia the status of project development, the steps concluded so far (e.g. FEED study, initial permits, etc.), the planned date for the final investment decision, start of construction, commissioning and testing, entry into operation.

The timeline should be illustrated in the Gantt chart required in section 6.2.

Provide information on the following aspects:

- *strategy to reach the milestones of financial close and entry into operation as well as the intermediate milestones*
- *planned timing of project activities and milestones and how it ensures meeting the project milestones (e.g. sufficient time reserve for procurement and delivery of major capital components, commissioning and appropriate ramp-up period of reduced output in the initial operation of the project)*
- *strategy for regular operation of the proposed technology during the monitoring and reporting period (e.g. maintenance, down times for revisions, operational capacities, quality assurance/quality control)*

The implementation planning must be consistent with the work packages, milestones and deliverables described in section 6.2, as well the project implementation plan.

Applicants are expected to implement the construction works/without delay and complete the construction of the project within a reasonable timeframe relative to market standards.

Insert text and refer to relevant sections of the supporting documents

Operational Maturity

State of play and credibility of the plan for obtaining required permits, IPR or licences and other regulatory procedures

Permits, rights, licences and regulatory procedures

Describe in detail the regulatory framework impacting the project, any intellectual property rights or licence and other relevant regulatory procedures, relevant permitting processes needed (including permits related to environmental impacts), permits obtained and still needed and the plan for obtaining them.

Include a timeline indicating the relevant permit application dates, expected reception dates and measures planned to ensure timely granting.

Insert text and refer to relevant sections of the supporting documents

Guiding principle / key questions to reply:

- Key aspects to be covered: detailed analysis of the regulatory framework; any intellectual property rights or licence; other relevant regulatory procedures; relevant permitting processes needed (including permits related to environmental impacts).
- State of play: description of permits already obtained and still needed and the plan for obtaining them, including timeline indicating the relevant permit application dates, expected reception dates and measures planned to ensure timely granting.

Operational Maturity

Soundness of the public acceptance strategy

Public acceptance

Describe all environmental impacts expected throughout the project life-cycle (from construction to operation to decommissioning), and the mitigation measures. Explain when the environmental studies, assessments and modelling will take place.

Explain the degree of public acceptance of the technology and the project.

Explain how public acceptance will be ensured.

Insert text and refer to relevant sections of the supporting documents

Guiding principle / key questions to reply:

- Detailed description of all environmental impacts expected throughout the whole project life-cycle (from construction to operation to decommissioning), and associated mitigation measures.
- Degree of public acceptance of the technology and the project.
- Clear and specific strategy on how public acceptance will be ensured (please do not limit to generic explanations of the issue).

Operational Maturity

Relevance & track record of project management/team and soundness of the project organisation

Guiding principle / key questions to reply:

- Project management team, e.g.: key qualifications and track record; sufficient coverage of all necessary skills; provide justifications on the need for additional outside resources.
- Project organisation, e.g. project management structure; governance, responsibilities and decision-making mechanisms and processes within the consortium; quality management, health and safety.
- Provide a project diagram visualising the involved actors and organisation of the project.

Project management team and project organisation

Describe the project management team and the project organisation, including:

Project management team:

- project team, including key qualifications and track records of the staff responsible for project implementation (see also Participant information)
- ability to operate without interruption if a key individual leaves
- sufficient coverage of all required skills (such as technical expertise, technology commercialisation, business management, financial management and environmental management)
- need for additional outside resources.

Project organisation:

- project management structure;
- governance, responsibilities and decision-making mechanisms and processes within the consortium;
- evidence that the applicant's management and sponsors are committed to implementing the project;
- quality management and health and safety processes and how they are expected to meet the best industry practice.

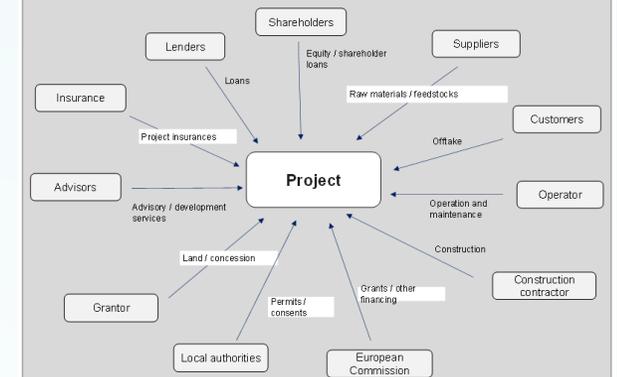
Please make reference to the project d

Insert text and refer to relevant sec

Project diagram

Please insert a project diagram (the example below is only an illustrative example and should be deleted when inserting the project specific diagram).

- A special purpose vehicle may be created for the implementation of the project or not (please specify in diagram).
- The parties mentioned are for illustration purposes only, please adapt the diagram and the parties to your specific project.
- Please specify as much as possible the legal and contractual relationships between the main project stakeholders and contractual parties, also including the coordinator and participants mentioned in Application Form Part A.



Insert text

Operational Maturity

Operational risks and credibility of proposed mitigation measures

Guiding principle / key questions to reply:

- Describe key project implementation risks (e.g., related to construction, project design, operation & decommissioning or risks stemming from dependencies from other projects).
- Propose convincing risk mitigation measures and explain in detail why they are suitable.
- Summarise the identified risks in the risk matrix in section 3.4 of the application form.

Operational risks and proposed mitigation measures

Detailed description of the project's operational risks and the proposed risk mitigation measures. Include all known risks associated with construction, project design, operation and decommissioning, relevant to the project technology, category and sector.

Explain how risks (including timing, weather conditions, commissioning conditions, unexpected or undesired events) are taken into account in the project planning and strategy and the proposed mitigation measures.

Description of measures proposed to handle any potential forced outages (e.g. power plant, capture or separation plant, compression plant, transportation, energy or CO₂ storage site) and operational interdependencies of all parts along the project value chain.

Insert text and refer to relevant text of the supporting documents.

Critical risks and risk management strategy

List critical risks, uncertainties or difficulties related to the implementation of your project, and your measures/strategy for addressing them.

Indicate for each risk (in the description) the impact and the likelihood that the risk will materialise (high, medium, low), even after taking into account the mitigating measures.

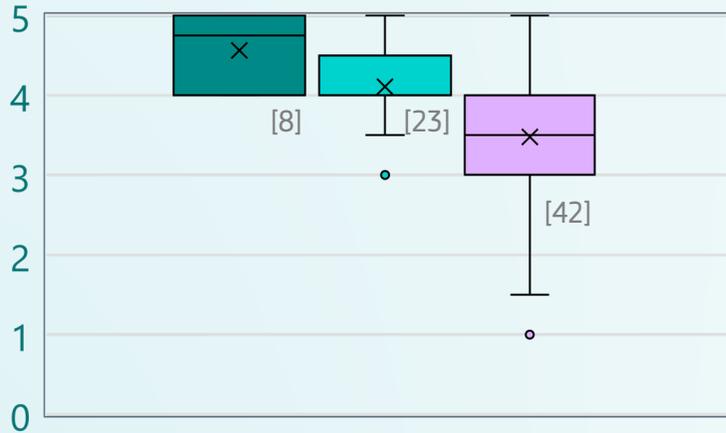
Note: Uncertainties and unexpected events occur in all organisations, even if very well-run. The risk analysis will help you to predict issues that could delay or hinder project activities. A good risk management strategy is essential for good project management.

Risk No	Description	Work package No	Proposed risk-mitigation measures

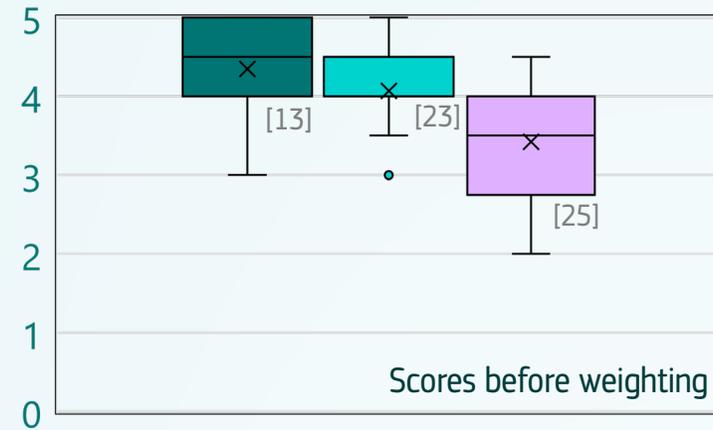
Operational maturity

Scores per topic LSG-2022

GENERAL



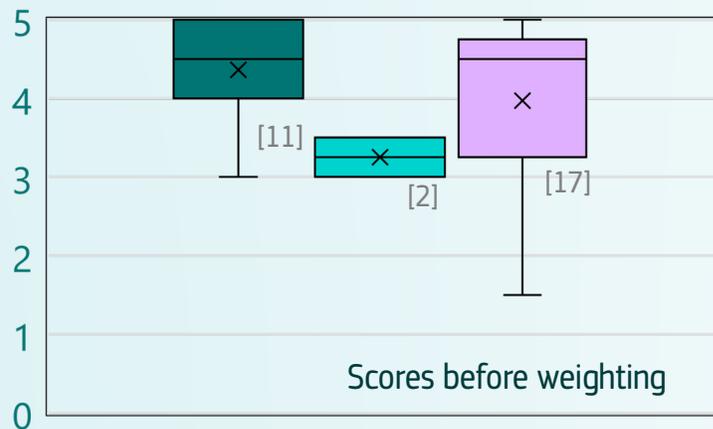
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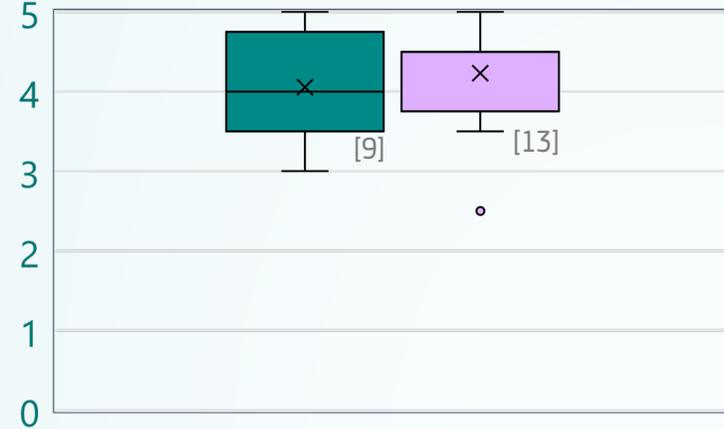
Proposals evaluated

- Pre-selected for grant preparation
- Beyond available budget
- Not meeting minimum thresholds

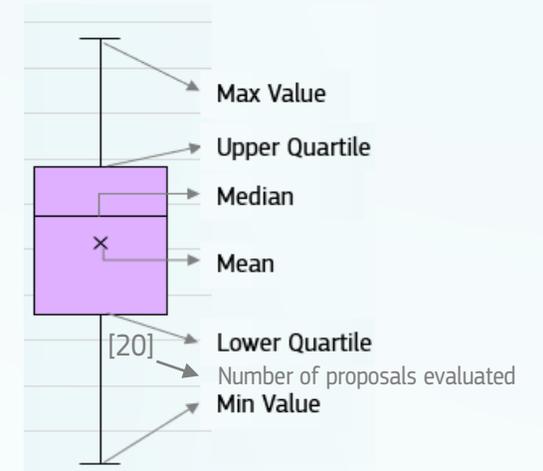
MANUFACTURING



PILOTS



How to interpret these graphs



Lessons learned: Operational maturity

Justify the likelihood of your project deployment as planned

Operations

- Define solid **Work Packages** and **Tasks**
- Set clear and realistic **deliverables, milestones** and **means of verification**
- Include relevant **operational risk** assessment
- Ensure availability of necessary know-how in the team

Timeline

- Ensure consistency between **Gantt** & tasks/ WPs (interdependencies)/ FiF
- Consider realistic timing for:
 - Construction and supply
 - Obtaining permits, rights and licences
 - Ensuring public acceptance
 - Potential delays

Clear strategy

- Clearly identify project parties and responsibilities
- Clear **Role distribution**
- **Link WP &** corresponding **financial costs**
- Set a clear strategy for:
 - Construction, considering targets/ deadlines & needs
 - Obtaining permits, rights and licenses
 - Ensuring public acceptance

Ensure **consistency** between **all** your documents

Lessons learned: Project maturity

Timeline

Define project timeline

- Comprehensive, realistic and consistent with technical and financial elements of your project

Risks

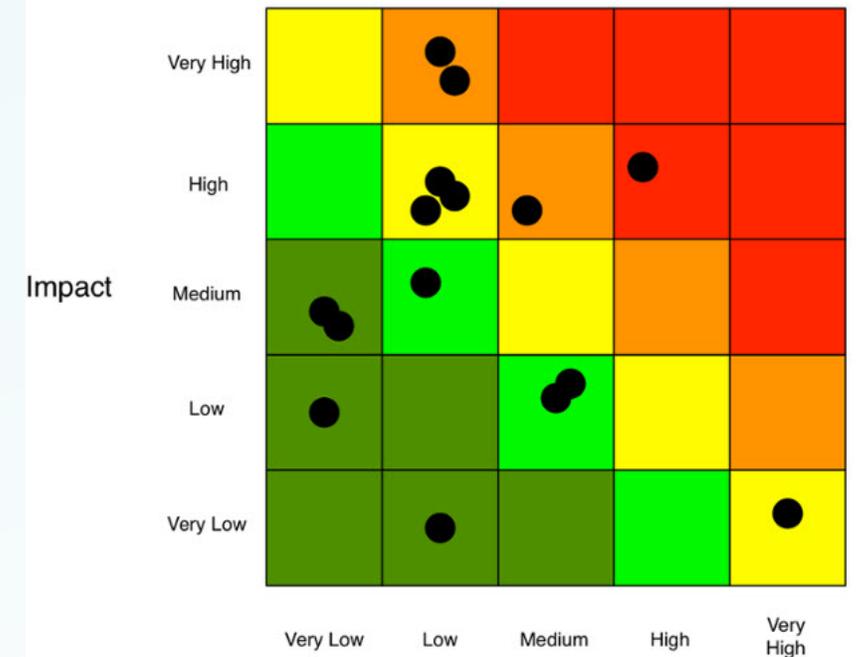
Identify Technical, financial and operational **risks**

- Provide a **comprehensive risk assessment**
- Ensure convincing **mitigation strategies** across all major risks

Evidence

- **Provide contractual evidence**
- E.g., letters of support, MoUs, indicative terms of agreement for off-take agreements, key suppliers, quotes from vendors, EPC parties

Sample Risk Heat Map



Source: RiskLens

Likelihood

Bonus points 3 and 4

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Bonus point 3: Renewable Electricity, RFNBO

Commitment to use electricity from additional renewable sources or to use RFNBO hydrogen:

- Projects requiring significant amounts of electricity are encouraged to demonstrate whether they are using additional electricity of **renewable origin coming from project's own installation or that will be procured via the grid**, e.g. via Power Purchasing Agreements (or MoUs or Lols for such PPAs).
- Projects that propose to consume significant amounts of hydrogen are encouraged to demonstrate whether it is **RFNBO hydrogen** as defined in the Renewable Energy Directive 2018/2001 and its Delegated Regulations on methodology for RFNBOs.

Application form, Part B

- Section 6

Template GHG emission Calculator

- Tab "Additional renewable electricity"

Bonus point 4: maritime sector projects

- Only for maritime sector projects!
- Demonstrated potential to decarbonising the maritime sector and reducing its climate impacts.

Application form, Part B

- Section 6