



Award Criteria Part II

Operational Maturity

Gianluca TONDI
Head of Sector – Innovation Fund Unit
CINEA



Operational Maturity – key points

Objective: assess the prospects of the project for its successful deployment

Project implementation plan (covering all project milestones & deliverables)

Permits, Rights, Licences and Regulatory procedures)

Ensuring public acceptance of the project

Project management team and project organisation

Operational risks and proposed mitigation measures

- **Application form, Part B, sections:**
 - 3.3 - Operational maturity
 - 3.4 - Risks and mitigation measures
 - 3.3 - Project Diagram
 - 6.1 - Work Plan
 - 6.2 – Work Packages, activities, resources and timing
 - Timetable
 - Participant information document
- 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 6**.

Follow the guidance provided in the Application form, section 3.3

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

Follow the guidance provided in the Application form, section 3.3

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 aspects);
- 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

Follow the guidance provided in the Application form, section 3.3

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

Follow the guidance provided in the Application form, section 3.3

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
- evidence that the applicant's management and s
- quality management and health and safety practice.

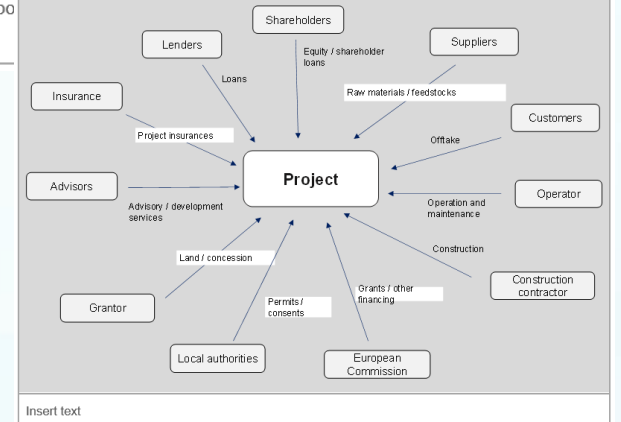
Please make reference to the project diagram provided below

Insert text and refer to relevant sections of the support

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.



Operational Maturity

Project implementation 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)
- 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

Follow the guidance provided in the Application form, section 3.4

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

Bonus points



Bonus	
1 - The potential to deliver net carbon removals	1 point (half point 0.5 possible)
2 - other GHG savings from emissions sources that go beyond the boundaries established in the Innovation Fund methodology for the given sector	1 point (half point 0.5 possible)
3: commitment to use electricity from additional renewable sources : projects that propose to use significant amounts of electricity from the grid are encouraged to demonstrate whether they are using additional electricity of renewable origin and whether they are adding to the deployment of renewable energy	1 point (half point 0.5 possible)