

**FCH JU Grant Agreement number:** 245156

**Project acronym:** DEMMEA

**Project title:** Understanding the Degradation Mechanisms of Membrane-Electrode-Assembly for High Temperature PEMFCs and Optimization of the Individual Components

**Deliverable 1.1:** Manual of management -Procedures preparation and implementation.

**Period covered:** 01/01/2010-31/12/2012

**Name, title and organization of the scientific representative of the project's coordinator:**

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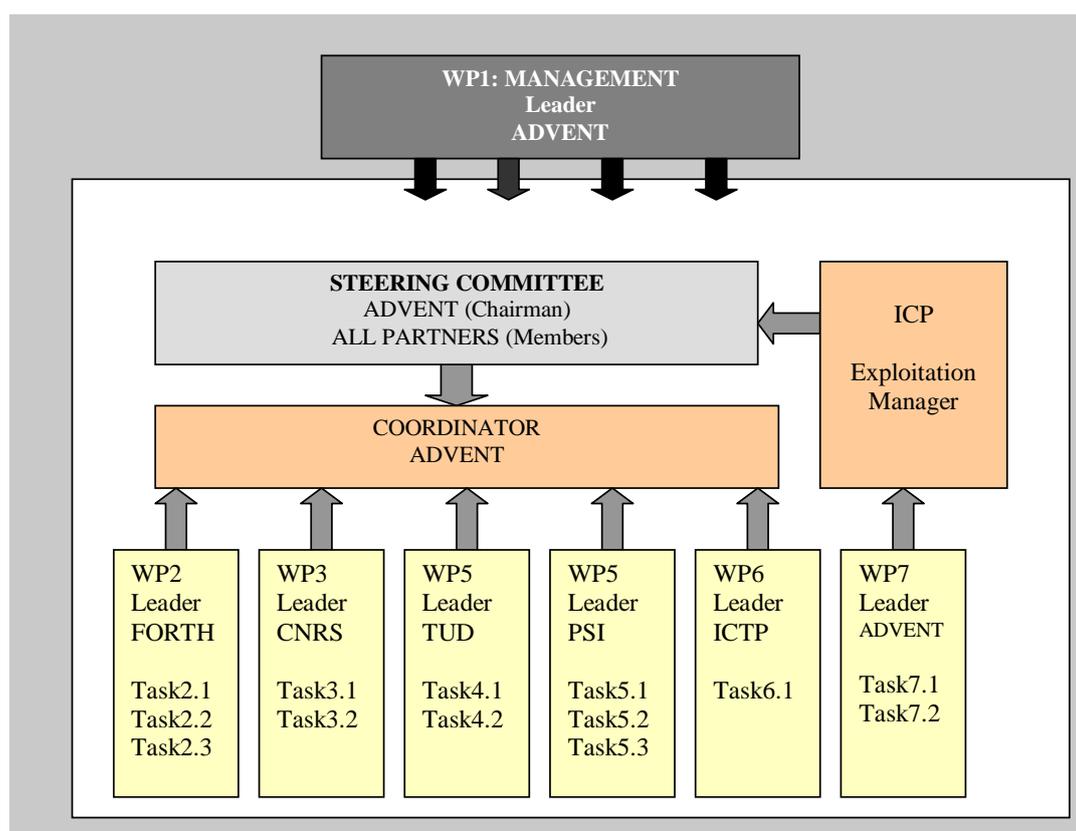
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The full duration of the DEMMEA project was 3 years and was separated into 7 work packages, WPs. Each work package was led by a specialist. One work package, WP1, included the management activities of the project according to the European project management standards. An additional work package, WP7, was dedicated to the dissemination of results to the scientific community and industry. The strategy for achieving the project goals included the employment of a large number of advanced characterization and analysis techniques for understanding the underlying degradation phenomena in the polymer electrolyte and the catalytic layer which influence and define the performance of the MEA of catalysts, membranes and the integrated system. For the achievements of the project's goals ex-situ and in-situ testing methodologies were applied by the coordinated action of five technical work packages (WP2-WP6).

Because different tasks were integrated and many competencies were involved in each task, the project needed to be efficiently coordinated. The structure of the management was organized as shown in Fig 1.



**Figure 1:** Schematic representation of the management structure of DEMMEA.

The strategic management was carried out by the coordinator, the Steering Committee (SC) and the exploitation manager in a consensus way regarding all partners. The SC comprised one senior scientist from each partner. The chairman of the Steering Committee was the project coordinator, Dr. S. Neophytides. The composition of the SC and the rules of proceedings were established in the Consortium Agreement that took into account the individual aspects of the consortium and specific aspects of the project and was signed before the project started.

The project coordinator was mainly responsible for the project's day-to-day operational coordination. He acted as the unique interface between the Consortium and the European Commission. For a full concentration of all forces and qualities of the consortium partners, the project was structured around 5 technical work packages that directly met the project's goals. Leaders among partners were appointed to manage one or several work packages, Table 1, for the detailed coordination, reporting of the WP and for the detailed communication with other WPs. More specifically, each work package leader was responsible for his or her work package progress and for the deliverables of this part of the project. Each WP leader was also responsible for preparing and submitting all the necessary reports to the coordinator in order to study progress and analyze the results obtained by the consortium. Partners worked together and followed the same goals and planning. Finally, Intellectual Property Committee (IPC) ensured that the capacity of Intellectual Property and potential for the project were properly assessed and managed.

**Table 1.** Work package leaders.

WP	Leader	WP	Leader
WP1	ADVENT (Dr. S. Neophytides)	WP4	TUD (Dr. C. Roth)
WP2	FORTH (Prof. J. Kallitsis)	WP5	PSI (Dr. I. Schneider)
WP3	CNRS (Prof. E. Savinova)	WP6	ICTP (Dr. K. Bouzek)
	WP7		ADVENT (Dr. V. Gregoriou)

Management activities bind all the work packages together. They ensure the project's advancement by offering three different work levels: coordination of the whole project, progress

monitoring and finally, coordination at work package level. ADVENT was in charge of the scientific management of the project and all other issues related to the budget, resources and reporting. As project co-ordinator, was responsible for ensuring that correct procedures are carried out and deadlines and obligations were met. More specifically, ADVENT responsibilities could be described in short:

- Ensure that all budgetary actions are performed correctly and according to the rules and regulations established by the European Commission and in the consortia agreement; ensure that the received funds were correctly distributed and accounted for.
- Ensure the good communication with the EC. Dr. S. Neophytides, acting on behalf of all partners, was responsible for all relations with the EC.
- Ensure that the work and tasks are completed on time and within budget.
- Ensure that reporting is done on a periodic basis. The objective was to provide all consortium members with all important and impacting information that can influence the project's outcome. The coordinator managed the preparation of the project reports with information provided by partners and took care of their dissemination. This concerned especially the mid-term assessment report and the final reports.
- Implement management issues arising during the project duration, like amendments to the Grand Agreement, clarification of the financial and technical reports to the EC, management of delay as regards activities, duration estimation and planning.
- Development and implementation of management procedures for the efficient performance of the consortium; management of interfaces between the partners, assuring and/or establishing the communication flows, organization of consortium meetings for the project's advancement, analysis of advancement.
- Preparation of a project website including a section only accessible to the partners for information purposes and internal communication. Management of the access-restricted database.
- Management of the research content of the project; definition of research activities, control of evolutions and project follow-up (project progress control and planning).

ADVENT made sure that the management system operated well.