NEWBORN - NExt generation high poWer fuel cells for airBORNe applications

WP12 – Project and Consortium Management

D12.1 Project Management Plan

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Approval Table	Title	Name	Date and Signature
Prepared by	Authors	Miroslav Matousek, Dorin Maxim, Zdenka Sedlackova, Tomas Kabrt	**N/A**
Approved by	Work Package Leader	Miroslav Matousek	30-Mar-2023 DocuSigned by: Mirek Matousek BD56D76F17454D7...
Approved by	Configuration Manager	Dorin Maxim	30-Mar-2023 DocuSigned by: Dorin Maxim F97C03BE7952428...
Approved by	Project Coordinator	Miroslav Matousek	30-Mar-2023 DocuSigned by: Mirek Matousek BD56D76F17454D7...

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REVISION HISTORY

Revision	Date	Revision summary
1	2023-03-30	Initial issue

Table 1: Revision history

INTELLECTUAL PROPERTY

Section/Chapter/Item	Owning Entity	Nature of IP	Comments
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Table 2: Intellectual property

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1 GLOSSARY

APP	Actual Project Plan
CAJU	Clean Aviation Joint Undertaking
CM	Configuration Management / Configuration Manager
CPO	CAJU Project Officer
CZ	Czech Republic
EASA	European Union Aviation Safety Agency
EU	European Union
GAM	General Assembly Member
HERA	Hybrid Electric Regional Aircraft
IADP	Innovative Aircraft Demonstrator Platforms
ID	Identifier
KPI	Key Performance Indicator
MW	Megawatt
NEWBORN	NExt generation high poWer fuel cells for airBORNe applications
PC	Project Coordinator
PMC	Project Management Committee
PIB	Project Initial Baseline
TL	Technical Leader
WP	Work Package
WPL	Work Package Leader

2 INTRODUCTION

2.1 Objective

The NEWBORN project (The Project) addresses the topic HORIZON-JU-CLEAN-AVIATION-2022-01-HPA-02 of Clean Aviation JU call 2022-01 and implements the Grant Agreement for Project 101101967 — NEWBORN.

The objective of this document is to describe NEWBORN project governance principals, processes, and structures. The document is official deliverable of NEWBORN project to Clean Aviation JU and together with NEWBORN Grant Agreement and NEWBORN Consortium agreement constitutes the basis for efficient project execution.

2.2 Scope

This document defines policies, processes, governing structures and measures the project will implement to achieve the project objectives in efficient manner. It respects and complements the project Grant Agreement and NEWBORN consortium agreement and defines, how requirements defined in these documents will be implemented, managed, controlled and reported in the project context. This document also refers to further documents to further define and describe specific aspects of the NEWBORN project execution.

3 PROJECT INTRODUCTION

3.1 NEWBORN Project objectives

The NEWBORN project (The Project) addresses the topic HORIZON-JU-CLEAN-AVIATION-2022-01-HPA-02 of Clean Aviation JU call 2022-01 and implements the Grant Agreement for Project 101101967 — NEWBORN.

The project aims at developing the overall propulsion system architecture with the forward outlook of the stack technology improvements in mind, closely following, besides others, the activities in Clean Hydrogen.

The objective of the project is to develop a ground demonstrator of a fuel cell propulsion system technology, scalable between 1 and 3-4 MW of propulsive power. While the project will demonstrate the system including the propulsion system targeting CS-23 aircraft, its scaling to several megawatts is a focus of other Clean Aviation projects. Similarly, the ground demonstration will include an integration with the liquid hydrogen liquid tank, but its scaling to higher power and volume levels for regional aircraft is outside of the project scope, excluding technology level estimations of KPIs.

The project will focus on the demonstration of the scalable fuel cell power source technology as 1MW modules (further internally scalable), which can be paralleled to exceed the 3 MW power levels defined by the call.

While being in line with the assumptions for the HERA regional aircraft architecture developed in parallel within Clean Aviation (and multiple partners[1] are the co-bidding partners on the major proposal for TRA-01), which targets 1MW modular building blocks, it is directly commercially applicable for the largest CS-23 class of 19-seater commuters (2 modules by 1 MW take-off power each to achieve redundancy). By targeting the CS-23 category for the system's first early entry into service, vital operational experience can be obtained with less stringent certification requirements to provide sufficient rationale for Acceptable Means of Compliance. Further, it will provide vital first adoption opportunities at lower risk, facilitating the adoption of the technology by larger airliners.
Based on preliminary analysis, the ambition of the project is to achieve an overall propulsion system efficiency of 50%, calculated as a ratio of energy on the propeller shaft to the hydrogen lower heating value. Compared to the expected outcome of the call of >45% efficiency at the stack level, the project will surpass this greatly.

[1] HON, FHG, CIR, and UoN

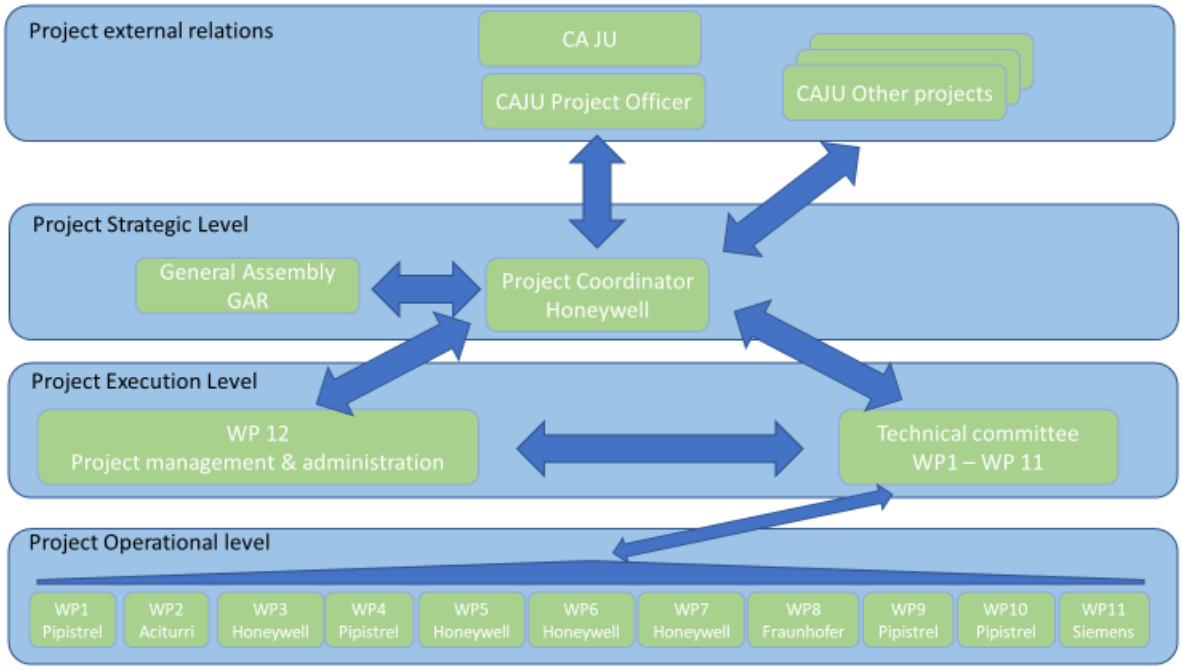
3.2 Project partners

Participant No.	Participant organization name	Short name	Country	PIC
1 (Coordinator)	Honeywell International s.r.o.	HON	CZ	997834830
2	Honeywell UK Limited	HAY	UK	
3	Pipistrel Vertical Solutions Doo Podjetje Za Napredne Letalske Resitve	PVS	SI	909090015
4	Powercell Sweden AB	PCS	SE	994048047
5	Fraunhofer Gesellschaft zur Förderung der angewandten Forschung e.V.	FHG	DE	999984059
6	Siemens Industry Software SAS	SAS	FR	996072437
7	Siemens Industry Software NV	SNV	BE	999770950
8	Aciturri Engineering SL	ACE	ES	949985021
9	Aciturri Aeronautica S.L.U.	ACA	ES	967390410
10	Alestis Aerospace, S.L.	ALE	ES	-
11	Reaction Engines Limited	REL	UK	997866452
12	Test-Fuchs GmbH	TEF	AT	986072319
13	The University of Nottingham	UON	UK	999976978
14	University of Nottingham Italy	NIT	IT	888119973
15	C.I.R.A. Centro Italiano Ricerche Aerospaziali Scpa	CIR	IT	999789768
16	Customcells Holding GmbH	CCI	DE	913368103
17	Katholieke Universiteit Leuven	KUL	BE	999991334
18	Friedrich-Alexander-Universitaet Erlangen-Nuernberg	FAU	DE	999995408

4 PROJECT ORGANIZATION

4.1 Project organization structure

The project organizational structure respects acting bodies identified in the NEWBORN Consortium agreement and the Grant Agreement, and defines the primary communication flows in the project.



1 High level project hierarchy and structure

4.2 Official contact list and role assignment

Official contact list and role assignment to specific roles in the project par partner is initiated by data from the NEWBORN Consortium Agreement and is maintained as living document in Consortium storage space here: 01 Contact list.xlsx. The file is controlled and maintained according to the process described here: 02 Contact list update process.pptx

4.3 Roles and Responsibilities

4.3.1 CAJU Project Officer (CPO)

Project Officer monitors the progress on the project and is the main contact channel for communication with CAJU. He primarily communicates with NEWBORN Project Coordinator.

4.3.2 Project Coordinator (PC)

This role is defined in the NEWBORN Consortium agreement (Article 6.2.1). In particular, the PC has following primary responsibilities (not exhaustive list):

- Project Coordinator is the interface between the consortium and CAJU
- Coordinates the project execution on Project Strategic level (compliance with Grant Agreement)
- Administers the financial contribution of CAJU with due diligence, distributes the payments to the other Beneficiaries without undue delay
- Leads WP 12 (Project and consortium management)
- Calls and chairs the General Assembly
- Reviews and approves and submits NEWBORN deliverables to CAJU
- Reviews and approves consortium related external communication (including dissemination)
- Coordinates collaboration and synergies with other CAJU projects (non-technical aspects)

4.3.3 Technical Leader (TL)

- Chairs the Technical Committee
- Coordinates cooperation with other projects (technical aspects)
- Reviews and approves technical deliverables
- Responsible for Impact Monitoring
- Responsible for risk management on project execution level

4.3.4 Work Package Leaders (WPL)

- Responsible for on-time delivery and quality of WP related deliverables or contribution to the project deliverables and milestones according to the project plan
- Responsible for technical coordination and execution on WP level
- Responsible for risk management on Project Operational Level

4.3.5 Configuration Manager (CM)

- Responsible for definition, implementation and execution of project Configuration and Data Management processes, policies, guidelines, tools, templates and other measures.
- Responsible for development and regular updates of Data Management Plan and Configuration Management Plan

4.3.6 General Assembly Member (GAM)

- General Assembly Member attends the General Assembly event as defined in NEWBORN Consortium Agreement (Section 6 – Governance Structure) and represents specific Party of the consortium.
- The representative must be entitled by sufficient decision-making power to be authorized to vote and act on matters defined in Consortium Agreement (Article 6.2.2.10) in the name of respective Party.

4.4 Project coordination and governance bodies

4.4.1 General Assembly

Frequency: Quarterly

Form: 2x online (Teams), 2x physical event

Organizer: NEWBORN Coordinator

Participants: Each partner represented by nominated General Assembly Member or its alternate.

Description: General Assembly is described in article 6.2.2 of NEWBORN Consortium Agreement. General Assembly is in charge of the overall supervision and major decisions with regard to the Project.

4.4.2 Technical committee

Frequency: bi-weekly

Form: Online (Teams), potentially physical event as needed (~1-2x per year)

Organizer: Technical Leader

Participants: Work Package Leaders, Project Coordinator

Description: Technical coordination among work packages and partners. Identification and mitigation of technical risks, monitoring of technical progress.

4.4.3 Program Management Committee (WP12 regular meeting)

Frequency: Monthly

Form: Online (Teams), physical 1 – 2x per year

Organizer: NEWBORN Coordinator

Participants: WP12 representatives from each partner.

Description: Programmatic coordination, tactical steering of the project, overall progress monitoring.

4.4.4 Advisory board

Frequency: Once a year

Form: Physical

Organizer: Project Coordinator

Participants: Representatives of each partner, external participants may be invited.

Description: To provide current knowledge about project technologies, operational environment and other external factors, critical thinking, and analyses to increase the confidence in the direction of the Project.

4.4.5 Annual / interim reviews with CAJU

Frequency: Twice a year

Form: Physical

Organizer: NEWBORN Coordinator + CAJU Project Officer

Participants: Project Coordinator, Technical Leader, WP Leaders, others as needed

Description: Review project progress, impact, and strategy in context of CAJU objectives.

5 PROJECT MONITORING AND CONTROL

5.1 Principles

The objective is compliance with Grant Agreement and early indication of the need for specific measures to maintain compliance or need for launching the change management process to modify the plan (as described in the article 5.5 of this document).

Project control and monitoring describes the means to monitor compliance of the NEWBORN project to scope, schedule and objectives defined in the Actual Project Plan (APP). Unless there is a need for modification agreed according to Change Management Process (chapter 5.5), the APP is defined by the Project Baseline (see chapter 5.2 of this document). This means that until there exists first approved change of Project Baseline, the Project Baseline is the APP.

Hierarchical approach for control and monitoring is applied across the project. It means that WPLs are responsible for monitoring the adherence of the activities to the APP and timely indication of specific cases on Project Operational Level to Technical Lead or Project Coordinator. If the specific case can't be addressed, then the operation level shall be escalated to Executional or Strategic level.

Situations affecting the contractual commitments will be communicated to CPO.

5.2 Project Initial Baseline (PIB)

The baseline for NEWBORN project is defined in the signed NEWBORN Grant Agreement. It constitutes the basis for the project objectives, work breakdown structure, contractual deliverables, milestones, and costs of the project.

5.3 Actual Project Plan (APP)

Actual Project Plan is the plan against which the performance of the project is measured. Its initial state is the PIB defined in chapter 5.2. The APP can be modified only via the Baseline Change Management Process described in chapter 5.5. The modified plan becomes the new APP. APP is strictly version-controlled document and updates require approval of General Assembly and CPO.

5.4 Progress and costs control

Each work package and each partner are responsible for management of compliance with the APP on the project operational level. At project execution level, following meetings have overall progress and cost monitoring on the agenda:

- **WP12 coordination (PMC)** on monthly basis for overall progress against project objectives, milestones, and deliverables.
- **Technical committee** on bi-weekly basis to address progress on specific technical deliverables.

Partners shall provide input to Coordinator for CAJU required reporting. Details in the article 5.4.2.

5.4.1 Internal project reporting

Monthly Project Management committee (WP12 coordination meeting) track progress towards milestones and deliverables at Project Execution level. On quarterly basis, status against APP will be monitored at General Assembly on Project Strategic Level.

5.4.2 Reporting towards CAJU

The Project reports to CAJU in following ways:

Quarterly report – assembled by the Project Coordinator and contains the following information:

- Executive summary of activities performed in the quarter vs. the APP and overall performance execution assessment
- Progress description per work package
- At work package level the consumed resources per beneficiary.
- Deliverables & Milestone Status at WP level with comments on deviations from the plan
- Risk assessment and mitigation plans update
- Interdependencies between projects (cooperation plans) – envisaged synergies and interdependencies among projects
- Cooperation with EASA

Project Reporting period – scheduled according to APP and has specific deliverables.

Periodic Project Review – overall project review with panel of experts. First such review is scheduled for October 2023.

Bi-annual Project Review – Major review event to assess the overall project progress towards contractual objectives and expected impact.

5.5 Baseline Change Management

Along the course of the project interaction with external entities, and various events may affect project execution and create needs to react on unplanned situations. To address them, the change management process is proposed. Depending on the nature and impact of the change, two categories of changes are proposed:

- Minor changes – Do not have impact on total budget, scope, key deliverables or overall project objectives. Typically need to accommodate for short term resource availability, minor task re-alignment, or addition/removal of activity not affecting the contractual obligation.
- Major changes – Can have impact on budget, scope, deliverables or can otherwise impact overall project objectives. Typically impact of identified risks, need to accommodate for unexpected situation due to externa/internal factors.

Each change request must be written, recorded and must contain:

- Description/summary
- Justification
- Requestor
- Estimation of impact on schedule, costs, deliverables, milestones, and overall project objectives.
- Identified affected beneficiaries and work packages.
- Proposed changes to be implemented

5.5.1 Minor changes

Minor changes can be addressed at Project Operational level if they affect only specific work package. In such case, the respective Work package leader is responsible for approval of the change. Should they impact multiple work packages, they need to be addressed at Project Execution Level (TC or PMC) and must be approved by all affected Work Package Leaders, Technical Leader, and the Project Coordinator. Implementation of minor change will not trigger modification of Actual Project Plan.

Minor changes at the project operational level don't have to be communicated to CAJU. Minor changes with impact on more than one beneficiary or work package will be communicated to CPO.

5.5.2 Major changes

Major change requests must be presented to the Coordinator and Technical Leader. The Project Coordinator must discuss the change request with CAJU Project Officer.

Major change request must be approved by General Assembly, the Technical Leader, the Coordinator and the CAJU Project Officer.

After approval, the change is implemented to the APP and new version of APP is released. This new released version (follows the defined document approval process) becomes the valid APP.

5.6 Risk Management

The objective of risk management is timely identification of potential problems and to define mitigation strategies to minimize the problem occurrence probability and impact on the project. Same process is used also to identify potential opportunities and managing exploitation of their potential.

5.6.1 General principle

Risk management will be done on every project level (Operation, Executive and Strategic). Risks shall be addressed at the lowest possible level (Work Package level) and escalated to higher level if they can't be properly resolved (may require coordinated action across the project or involvement of CAJU or other project external actors).

Risk management framework is implemented at every work package and there exists risk logs for every work package. The official risk repository is located at the project document storage here .

5.6.2 Risk management process

Risk evaluation criteria are described in the Risk Management process details here: Risk management process.ppt.

Each WP leader is responsible for working with his team to regularly identify, analyze, evaluate, monitor, and review risks.

All identified risks should be recorded in specific Risk Management Log. The location of Risk log is mentioned in the article 5.6.1 .

Risks, which can't be resolved at WP level or are evaluated as "High" shall be marked in the Log as escalated to the Project Execution level (Technical as well as programmatic). Also risks evaluated as low or medium can be escalated to the Project Execution level, specifically risks with inter WP dependencies shall be monitored at Project Execution level.

Risks escalated to Project Execution level will be monitored on monthly basis and reviewed depending on their nature on the Technical Committee or on PMC.

Risks can be identified also on the Project Execution level or on Project Strategic level. Such risks shall be allocated to respective WP as well.

5.6.3 Risk Evaluation

Risks are evaluated against probability of occurrence, technical impact, and programmatic impact. Based on the assessment, risk priority is defined and handled. The criteria and thresholds are defined in the Risk Management process description mentioned in article 5.6.2.

5.7 Deliverable approval

In the NEWBORN Project, deliverables belong in the category of Baselined documents. Authoring baselined documents (and, implicitly, deliverables) follows a specific process that is herein described. In order for a deliverable to reach the baselined state, it must go through several stages, most important a stage called Approved. "Baselined" and "Approved" are the two main release stages used in the NEWBORN Project and they are defined as follows:

1. **Approved**: the artefact was created and reviewed internally in the WP, can be shared in the consortium
2. **Baselined**: an Approved artefact is further reviewed by Tech. Lead or Project Coordinator and then it can be shared externally, or used as an important source of information impacting critical technical path

Several actors are involved in the authoring process, namely Author(s), Owner, Stakeholder(s). While a document may have multiple stakeholders, only one of them is the owner of the document. The owner is in charge of reviewing the document and ensuring that the stakeholders' requirements are met.

As approved and baselined documents are generally meant for wide distribution, the stakeholders are generally members of the project leadership, such as Project Coordinator (PC), Technical Leader (TL), Configuration Manager (CM) and WP leaders. This list of stakeholders may be changed depending on the nature of the document being authored.

The entire authoring, approval and baselining process is graphically depicted in Figure 2 and the step-by-steps description is as follows:

1. A Stakeholder/owner starts the authoring & approval process. They are responsible for:
    a. Establish artefact ownership
    b. Assigns the document to an author who will be responsible for writing the document.
    c. Transmit requirements to the author and ensure document creation
    d. Overseeing the document's creation and ensuring that it meets requirements.
2. The author(s) writes the document and sends it back to stakeholders/owner for review when it is ready. The author should ensure that the document meets the stakeholders' requirements and any guidelines provided by the owner.
3. The stakeholders/owner review the document and check that it meets provided requirements and guidelines. The owner is responsible for ensuring that the artefact is properly reviewed and approved, including any signatures needed. If the document does not meet these requirements, the owner may send it back to the author for revisions.
4. Owner finalizes and distributes the document: Once the document is approved, the owner finalizes it and may distribute it to the relevant project partners as necessary. The owner should also ensure that the document is properly labeled and archived for future reference, and also sends the document for Configuration Manager review.
5. The Configuration Manager reviews the document and ensures that it conforms to the CM requirements and is properly stored. At this stage, the document is considered **Approved**, and it may be shared with other work-packages in the consortium.
6. Additionally, documents that need to be **Baselined**, go through an extra review by the Technical Leader or Project Coordinator to be externally shareable.

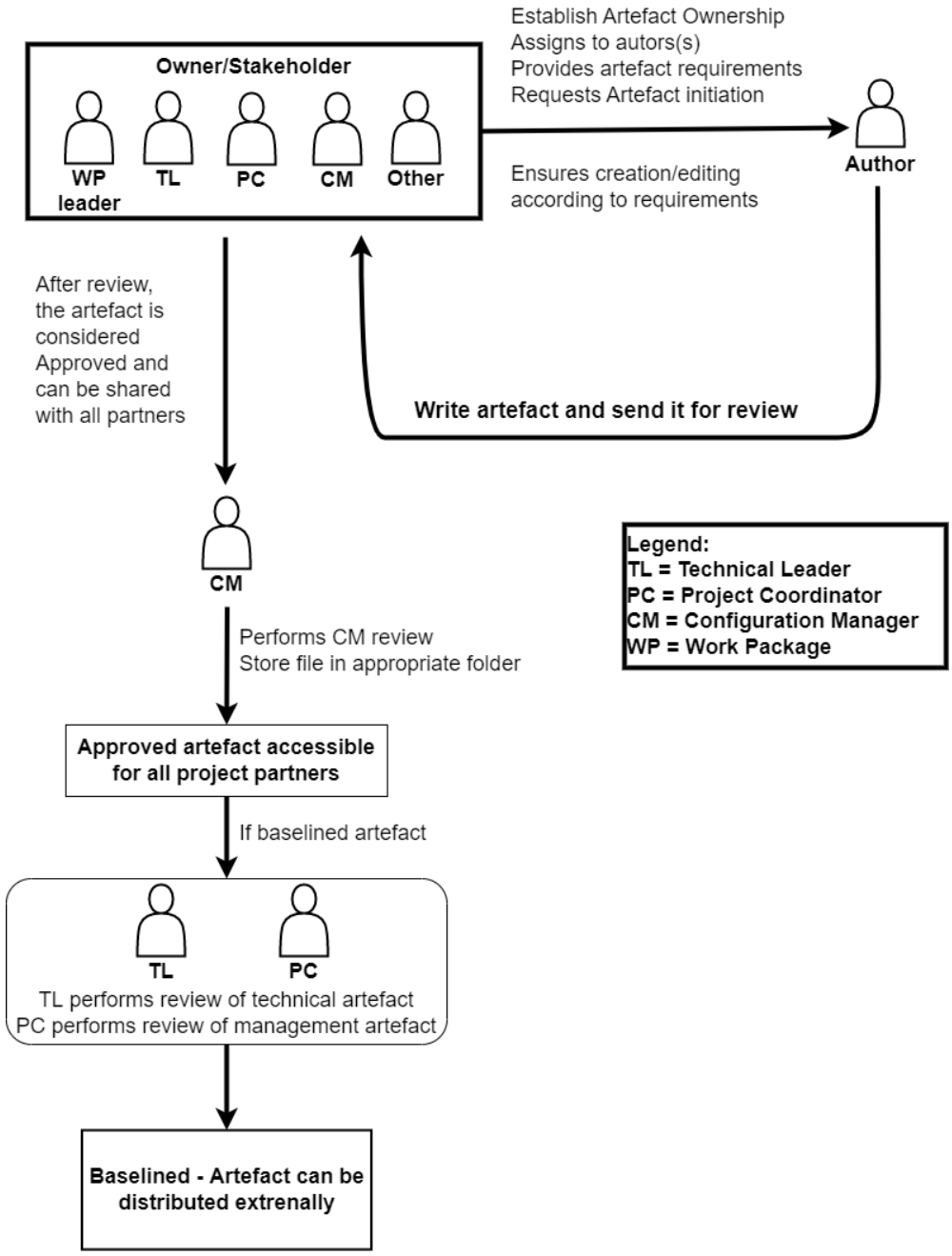


Figure 2 The document approval and authoring process

5.8 Data management

The data generated, handled, and preserved, as part of the NEWBORN project, will be in digital form. Data formats will include numerical datasets, models, computer codes, text data, and might originate from measurements, software simulations, modelling outputs and calculations as well as from other existing data such as databases, scientific publications, books, and peer-reviewed articles.

The NEWBORN Project will involve the production and collection of several types of data, including numerical and experimental data from different sources such as software simulations, measurements, calculations and literature review, as well as numerical data provided by consortium partners (technology experts) derived from sources such as own calculations, modelling outputs, or secondary data from existing databases, scientific publications, books and peer-reviewed articles.

The NEWBORN Project is committed to follow the FAIR Data Management guidelines. To this extent:

For ease of **finding**, data available on repositories will be associated with necessary metadata, which may be formulated as a list of content in a "read_me" text file. Metadata (e.g. list of data treatment procedures, detailed model documentations, assumptions, with justifications/arguments, etc.) will also accompany modelling data to ensure transparency and reproducibility. Data internal to the project members are shared on a SharePoint repository (hosted by project coordinator and meeting access security requirements). Public data will be made available via the NEWBORN website as well as via repositories supporting scientific publications.

Versioning of the files will be clearly provided in the documents themselves (when relevant) and/or in the file name. File naming will follow the below naming convention (the entire naming convention is detailed in the Configuration Management Plan):

- NEWBORN Project ID: always N
- Doman ID: such as M (Management), G (General), S (System-level), H (Hydrogen), etc.
- WP number: from WP02 to WP12, and also WP00 representing multiple work-packages, with their involvement being detailed in the document.
- Sensitivity: RE (Restricted), IN (Internal), SE (Sensitive), PU (Public)
- Export Control: NO (No Export classification), EU (EU Export Controlled), US (US Export Controlled), UK (UK Export Controlled), LS (Multiple Export Classifications which are listed in the document)
- Type: such as DOC (Document), DEL (Deliverable), MOM (Minutes of Meeting), SLD (slide-decks, presentations), DIA (Diagram), etc.
- Base number: composed of six digits with hierarchical meaning defined by the System Decomposition Diagram, with the 4th, 5th, and 6th digit assumed to be assigned sequentially
- Revision: initial revision is marked as "00" and is then incremented with every new release of the document

Example: NM-WP12-IN-NO-DOC-000002-01 - Document Naming Convention.pdf

To make data **accessible**, the NEWBORN project will use a combination of storage locations for storing data produced and handled during the project's lifetime:

- Sharing data **within the consortium**: Data collected and produced by NEWBORN will be shared within the consortium partners through a project-internal repository link. The repository keeps track of users uploading or editing data files. This enables to restore the availability and accessibility to the data in a timely manner in the event of a physical or technical incident.
- Sharing data **outside the consortium**: All public and non-confidential data generated by the NEWBORN Project will be made available through Scientific articles and publications, workshops and educational activities, where all participants will have access to specific materials (e.g. training material), and, most notably, documents such as deliverables, milestones, or other relevant dissemination materials, will be stored and shared on the NEWBORN website, which is currently in the process of being developed.

For **interoperability**, standard vocabulary from each involved domain will be used in the data collected and/or generated by the NEWBORN Project to allow interoperability across the different disciplines. Acknowledged names, symbols and units for target variables will be used and documented in the data created and shared. Where relevant, internal and external reports, deliverables, datasets, or any other dissemination materials will include a glossary to clarify the nomenclature used (e.g. for variables) and ensure interoperability.

Data **reuse** will be maximized by the use of data repositories, which will support documentation of the project outcomes, either as complement of scientific publications or as support of project deliverables. Embargo periods for a full disclosure of the data may be exercised in the project to enable sufficient time for scientific publications, for which the peer review process may take several months. Decision with regard to an embargo for research data will be addressed on a case-by-case basis upon request from the deliverable authors. The decision will be discussed between the authors, the related WP leaders and the project coordinator.

The publication of data in the form of scientific publications will be strongly encouraged throughout the project. Data published in these settings will therefore gain credibility and be subject to quality assurance via the peer review process.

No legal or ethical issues have been identified, that can have an impact on the research data used, generated and shared within the NEWBORN Project.

The Data Management Plan is a living document and will be updated during the course of the project. The first version is delivered on M6 (June 2023).

5.9 Impact monitoring and project dissemination activities

The baseline for project communication and dissemination plans is defined in the signed NEWBORN Grant Agreement. This document describes high level principal and project management infrastructure to facilitate the plan.

- WP12 continuously monitors the alignment of the Project with the Expected Outcomes and Expected Impact and adjust the project direction according to the market forecast and needs.
- The Project will report to CAJU Impact Monitoring function
- The Project constitutes the Market Impact Advisory Board, this forum will represent the emerging ecosystem necessary to implement the Fuel Cell based Aircraft. Details are described in Grant Agreement Part B, Article 1.1.

The Project will also establish communication channels with following target audiences:

- General Public/Airlines/aviation community
- EU Commission
- EASA
- OEMs
- Fuel Cell suppliers
- Other relevant industries
- Research and academic sector

Grant Agreement, Part B.2 defines the framework for establishing the dissemination infrastructure and monitoring the progress. It also lists the initial commitment of individual partners for specific actions. The more robust approach will be deployed till end of June 2023. Defined project deliverables related to impact monitoring will also enable progress monitoring.

5.10 Cooperation with other CAJU projects

The framework for enabling efficient cooperation among CAJU projects is established by CAJU Cooperation Agreement, which is being put in place in Q2 2023. It will be used as basis for establishing bilateral collaboration between NEWBORN and respective projects. So far following projects are considered to establish bilateral collaboration:

- TRA-01 HERA
- TRA-01 SMR-ACAP
- HPA-03 H2ELIOS
- HER-02 Thema4HERA
- HPA-04 HyPoTraDe
- TRA-02 CONCERTO
- HPA-04 fLHYing tank
- HER-01 AMBER
- HER-03 HECATE
- HER-01 HE-AR

The Collaboration plan will be delivered in M6 to describe specific bilateral collaboration plans.

6 CONFLICT RESOLUTION

- Issues shall be addressed to lowest possible level of project structure.
- Any issue may be brought to a higher project level if a satisfactory agreement can’t be reached on the level where the issue arises.
- The ultimate level of decision making for conflict resolution is the General Assembly.