

Fuel Cells and Hydrogen 2 Joint Undertaking (FCH 2 JU)

ANNEX 2 Work Plan 2015 - Part II Governance, finance and administration

1. FCH 2 JU Governance

1.1 Governing Board

The Governing Board (GB) shall have overall responsibility for the strategic orientation and operations of the FCH 2 JU and shall supervise the implementation of its activities in accordance with Article 7 of the Statutes.

The IG has 6 seats, the EC 3 seats and the RG 1 seat respectively.

The GB is planning to hold three meetings during 2015. The key activities are listed below:

Key activities in 2015 - timetable	
Approve the lists to start negotiations for call 2014 including reserve lists, lists of proposals which failed thresholds and ineligible proposals	Q1
Approve the lists to start negotiations for call 2015, including reserve lists, lists of proposals which failed thresholds and ineligible proposals	Q4
Adopt the communication strategy for the FCH 2 JU	Q2
Approve the Annual Activity Report 2014	Q2
Approve the final accounts 2014	Q2
Approve the 2014-2015 (18 months) Additional Activities Plan	Q1
Approve the 2016 Additional Activities Plan	Q4
Adopt the 2016 annual work plan and the corresponding expenditure estimates	Q4
Adopt the 2016 annual budget including the staff establishment plan	Q4

1.2 Executive Director and the Programme Office

The Executive Director is the legal representative of the FCH 2 JU, and the chief executive for the day-to-day management in accordance with the decisions of the GB in line with Articles 6 and 7 of the Statutes.

The Executive Director, assisted by the Programme Office (PO), shall carry out the tasks listed in Article 9 of the Statutes in an independent manner.

The PO, composed of temporary and contract agents, shall implement all the decisions and activities adopted by the GB; establish and manage an appropriate accounting system; manage the calls for proposals; provide to the Members and the other bodies of the FCH 2 JU all relevant information and support necessary for them to perform their duties as well as responding to their specific requests; act as the secretariat of the bodies of the FCH 2 JU and provide support to any advisory group set up by the GB.

The PO will continue to facilitate and maintain inter-institutional relations at EU level for monitoring EU legislative activities and policy orientations with a view to promote FCH 2 JU and its activities.

1.3 States Representatives Group

The States Representatives Group (SRG) shall consist of one representative of each Member State and of each country associated to the Horizon 2020 Framework Programme.

The chairperson of the States Representatives Group may invite other persons to attend its meetings as observers, in particular representatives of regional authorities within the Union.

According to Article 11 of the Statutes, the SRG shall be consulted and, in particular review information and provide opinions on the following matters:

- (a) programme progress in the FCH 2 JU and achievement of its targets;
- (b) updating of strategic orientation;
- (c) links to the Horizon 2020 Framework Programme;
- (d) annual work plans;
- (e) involvement of SMEs.

The SRG shall also provide information to and act as an interface with the FCH 2 JU on the following matters:

- (a) the status of relevant national or regional research and innovation programmes and identification of potential areas of cooperation, including deployment of fuel cell and hydrogen technologies to allow synergies and avoid overlaps;
- (b) specific measures taken at national or regional level with regard to dissemination events, dedicated technical workshops and communication activities.

The SRG may issue, on its own initiative, recommendations or proposals to the GB on technical, managerial and financial matters as well as on annual plans, in particular when those matters affect national or regional interests.

The GB shall inform without undue delay the SRG of the follow up it has given to such recommendations or proposals, including the reasoning if they are not followed up.

The SRG shall receive information on a regular basis, among others on the participation in indirect actions funded by the FCH 2 JU, on the outcome of each call and project implementation, on synergies with other relevant Union programmes, and on the execution of the FCH 2 JU budget.

The SRG will hold two meetings in 2015. Its main activities will be:

Key activities in 2015 - timetable	
Dissemination and communication of actions at national level	Q1-4
Provide opinions on programme progress	Q1-4
Contribute to the initiative "Smart Specialization"	Q1-4
Input for the Stakeholder Forum 2015	Q3

1.4 Scientific Committee

The Scientific Committee (SC) is an advisory body to the GB. It shall conduct its activities in close liaison and with the support of the Programme Office.

The members shall reflect a balanced representation of world-wide recognized expertise from academia, industry and regulatory bodies. Collectively, the SC members shall have the necessary scientific competencies and expertise covering the complete technical domain needed to make strategic science-based recommendations to the FCH 2 JU. It shall consist of no more than 9 members.

According to Article 10 of the Statutes, the role of the SC is to:

- (a) advise on the scientific priorities to be addressed in the annual work plans;
- (b) advise on the scientific achievements described in the Annual Activity Report. The

SC will hold two meetings in 2015. Its main activities will be:

Key activities in 2015 - timetable	
Provide input on scientific priorities in the fuel cell and hydrogen sector	Q1-4
Advise on scientific achievements	Q3-4
Input for the Programme Review Days	Q2-4

1.5 Stakeholder Forum

The Stakeholder Forum (SF) shall be open to all public and private stakeholders, international interest groups from Member States, Associated Countries as well as from other countries.

The SF shall be informed of the activities of the FCH 2 JU and shall be invited to provide comments.

The SF is an important communication channel to ensure transparency and openness of the FCH 2 JU programme. It shall be convened once a year.

The SF is scheduled to take place in November 2015.

Key activities in 2015 - timetable	
Stakeholder Forum	Q4

2. Horizontal and Support Activities

2.1 Communication and dissemination

In addition to the communication and dissemination objectives outlined in the MAWP, the FCH 2 JU Members in cooperation with the Programme Office have further refined these objectives as follows:

1. to assure appropriate and dedicated political support to put in place an adequate European regulatory framework supportive for FCH technologies, inter alia by providing a credible and convincing narrative spelling out the benefits of these technologies in addressing key European policy objectives.
2. to facilitate access to support mechanisms at European, national and regional level complementary to those offered by the FCH 2 JU. In this respect, particular emphasis should be put on financial actors (e.g. investors, EIB and other banks etc.).
3. to increase the public and political awareness of the FCH technologies and their applications in order to achieve a critical mass of supporters and ensure correct perception and acceptance (particularly as regards safety, reliability, applicability, key characteristics etc.). A better coordination with communication activities/strategies of other international and European stakeholders in the field of FCH should be targeted in order to maximize synergies and avoid duplication of efforts.
4. to expand the outreach of the FCH sector to new public and private audiences and partners with the objective to open markets and develop new business cases, such as for example: utility companies, (public) transport companies, municipalities, captive fleet operators, decentralized heating operators etc.

In order to effectively implement the above listed objectives, the FCH 2 JU's communication strategy, comprising both internal and external communication activities, needs to be elaborated in the first semester of 2015, and subject to the adoption by the GB. It will provide more details on key priorities and task allocation between the key FCH 2 JU actors.

2.2 Other support activities

Finance and Administration

Finance and Administration is a major component of the horizontal and support activities whose main objective is to ensure the Programme Office can efficiently carry out its operational mandate.

The Finance and Administration Unit includes Finance and Budget, Human Resources, General Administration, Legal matters and Financial engineering, and IT. It also covers the internal control coordination which comprises notably monitoring the follow-up on action plans regarding implementation of internal control standards and on results of audits and coordinating the preparation of the Annual Activity Report.

Finance and Budget

The main objectives for Finance and Budget are to ensure a sound financial management of the Programme Office resources and compliance with the FCH Financial rules and procedures.

Main activities include the following:

- Allocate budget resources in line with planned activities
- Establish the necessary commitments to ensure the timely availability of resources for the smooth implementation of all operational and support activities
- Execute the necessary payments for services and goods delivered
- Financial and administrative management of procurement and grants
- Provide financial analysis and financial management support to the operational unit
- Monitor budget execution and report to the Executive Director
- Update multi-annual budget forecast and report to the Governing Board
- Monitor changes in the Financial Regulations and related rules and implement where required
- Develop or update procedures and streamline workflows as necessary in coordination with the Programme Unit
- Implement the ex-post audit strategy in coordination with the FCH 2 JU's Internal Audit Capability (IAC)
- Coordinate and support visits of the Court of Auditors In

2015 special focus will be put on the following:

- In liaison with the Common Support Centre (CSC) contribute to the development of H 2020 tools and procedures for grant management and determine need if any for adaptations or additional internal guidance tailored to the FCH size and environment.
- Ensure implementation of audit findings and further implement the ex-post audit strategy by launching new audits including risk based audits where necessary
- Further implement the communication campaign on how to avoid errors in cost reporting by organizing one or two dedicated sessions and/or presentations at project kick-off meetings
- Enhance budget monitoring through more effective use of tools and closer follow-up with operational initiators
- In liaison with the Programme Unit, closely monitor projects' implementation to ensure that deadlines are respected

Achievement is measured through the following indicators:

- Level of budget execution
- Timeliness of payments
- Number of exceptions (deviations from rules and procedures) recorded

Human Resources and General Administration

The priority objectives for **Human Resources** are to ensure that the Staff Establishment plan and Staff policy plan are implemented, to ensure an efficient management of staff resources and to ensure an optimal working environment. In addition the function encompasses **General Administration** including logistical support and administrative procurement.

Main activities include the following:

- Contribute to the overall FCH 2 JU staff strategy and planning processes
- Develop/update HR and general administration policies and procedures (including implementation, monitoring and review)
- Monitor adequacy of staff resources in relation to activities
- Launch and follow-up recruitment procedures efficiently to ensure filling of full establishment plan
- Identify training needs and promote professional development through learning and development opportunities
- Facilitate social contact between staff
- Promote internal communication
- Ensure delivery of logistical support (stationery, supply of goods and services for administration)
- Contact point with OIB, translation centre and publication office
- Launch and implement procurement procedures related to the administrative budget and maintain the contract database

- Inter-JU (Joint Undertakings) cooperation In

2015 special focus will be put on the following:

- Develop and implement the learning and development plan taking into account the outcome of the feedback development exercise carried out in October 2014 and aiming at ensuring adaptation of staff skills and competences to efficiently implement the programme office mission and tasks.
- Revise HR policies and procedures to align them to the new legal environment , in particular to the new implementing rules
- Continue to promote good internal communication and positive team atmosphere and facilitate integration of the newcomers.
- Follow-up on the implementing rules of the revised staff regulations which cannot be adopted by analogy in liaison with the Standing Working Group of agencies and the Commission.
- Carry out a reclassification exercise

- Maintain close cooperation with the other Joint Undertakings to exploit synergies as much as possible (in the areas of HR as well as other administrative functions)
- Develop the procurement plan for administrative activities, making use of inter-institutional procurement procedures and multi-annual contracts as much as possible
- In cooperation with the legal manager update the templates and model contracts to take into account new legal base and financial rules
- Regularly review and maintain up to date the manual of procedures in particular in the areas of human resources and general administration including procurement.

Achievement is measured through the following indicators:

- Vacancy rate (less than 5%)
- Performance against work plan
- Coordination level with other JUs
- Feedback from staff

Legal Matters and Financial Engineering

In legal matters, the priority objectives are to ensure the legality and regularity of grant agreements, contracts and other agreements (memorandum of understanding, service level agreement, amendment to agreements and contracts) and provide guidance and advice to ensure that the activities of the FCH JU can be organised successfully in compliance with applicable legislation and rules.

Main activities include the following:

- Generate and check grant agreements
- Review contracts prior to signature
- Provide advice or input on legal issues, on interpretation of texts, on draft legislation or internal rules and procedures. In particular, procedures related to the launch of the FCH 2 JU and Horizon 2020

Beyond this function of legal advice and compliance, the role of the legal manager also involves the following:

- Legal support procurement procedures in the administrative budget
- Procurement and implementation of all studies made with the operational budget.
- Data Protection function and the ABAC Local Profile Management (LPM).

In financial engineering, the main objective is to support the deployment of FCH technologies by facilitating the access of the FCH industrial and research community to other sources of funding. This is done in close collaboration with the operational unit through the following activities:

- Developing links with other funding programmes relevant for FCH technologies (Connecting Europe Facility, Structural funds, national funds, European Investment bank)
- Provide guidance to consortia for structuring projects in such a way that they can combine several sources of funding
- Facilitating the coordination between national initiatives for the deployment of FCH technologies.

In 2015 focus will be put more specifically on the following:

- Legal support on the implementation of the H 2020 rules and procedures
- Development in liaison with EC, IG and RG of a methodology on "H2020 in-kind contributions", including both: 'In-kind in projects' (i.e. IKOP) and In-kind in additional activities (i.e. IKAA).
- Follow-up of the ongoing studies and procurement of new studies for operational activities
- Development of the financial engineering function by collecting and disseminating information and providing support to consortium partners

Achievement can be assessed based on the following elements:

- Feedback on quality of input and advice
- Launch & implementation of the studies
- Compliance with data protection rules
- Recognition by stakeholders of FCH role in financial engineering

IT

FCH IT strategic objective is to deliver IT applications and infrastructure to support the implementation of the business objectives.

The priority objectives for IT are to ensure a stable and secure IT system, provide IT support to staff in the use of IT applications and equipment and to cooperate with the other JUs to ensure synergy and efficient use of resources.

Main activities include the following:

- Ensure adjustment of IT tools (ABAC/ EC Framework Program IT tool family) to the FCH 2 JU needs (expansion, upgrade, etc...);

- Participate in coordination meetings with the Commission and other JUs and take action on the adjustments needed to allow and ensure smooth functioning of FP7 IT tools as well as Horizon 2020 tools.
- Support to the internal and external users, in particular through the following services:
 - IT Platform & support for the Governance Bodies;
 - Technical support on the FCH technology monitoring and assessment platform TEMONAS;
 - Assistance in public communication channel (communication campaign, events, and website).
 - Follow-up and monitor implementation of the contract with IT supplier, notably service delivery plan for the JUs' shared infrastructure and the FCH IT specifics;
 - Monitor stability of the dedicated IT system M-Files (document management system) and ISA (information system for absences);
 - Chair the common IT Governance committee of the JUs In

2015 special focus will be put on the following:

- Ensure a smooth transition between former and new IT applications in coordination with the Common Support Service aiming at the successful implementation of the H2020 calls
- Implement the new visual identity of the FCH 2 JU in communication tools;
- Implement the new Framework Contract for the common IT with the new services providers and service level agreement;
- Ensure the handover of the secured telecommunication line with the new service provider without business impact;
- Further develop in-house tools for reporting, monitoring decision-making, dissemination of information and research results;
- Optimize the document management system in line with the new workflows offered by COMPASS/SYGMA.

Achievement is measured by the following indicators:

- Compliance by contractors/ service providers with the service level agreements and overall stability of all systems.

Internal control

The priority objective is to implement and maintain an effective internal control system so that reasonable assurance can be given that (1) resources assigned to the activities are used according to the principles of sound financial management and (2) the control procedures in place give the necessary guarantees concerning the legality and regularity of transactions.

Main activities include the following:

- Ensure awareness and implementation of internal control processes and standards

- Assess the effectiveness of the internal control system
- Report on compliance and effectiveness in the mid-year management report and annual activity report
- Carry out periodic review of risks at least yearly in the context of preparing the annual work programme
- Ensure coordination of the drafting of the Annual Activity Report
- Coordinate visits of the European Court of Auditors
- Follow-up on implementation of action plans on audit recommendations

In 2015 focus will be put on the following:

- Updating the action plan for implementation of recommendations of IAC audit on grant management in light of the new tools and processes developed by the Common Support Centre (CSC) for H 2020.
- Further to the risk management exercise carried out in October 2014 ensure a specific follow up to adequately manage & mitigate the risks stemming from the changes (new rules, procedures and tools to be implemented in parallel to the existing ones)
- Identify and prioritize the internal control standards that need to be revised and improved in the context of the new legal environment (Council regulation on FCH 2 JU, Horizon 2020 programme.) and taking into account recommendations from internal and external audits
- Adopt and implement an anti-fraud strategy based on the Research family anti- fraud strategy currently under revision by the CSC

Achievement is measured by the following indicators:

- Degree of implementation of action plans (on audit recommendations, on effective implementation of ICS)

Internal Audit Capability

The priority objectives of the FCH JU Internal Audit Manager (i.e. Internal Audit Capability) are to provide the Executive Director with assurance (i.e. independent assessment) and consulting (i.e. advisory and management requested) services as to the effectiveness and efficiency of the governance, risk management and control processes in the Joint Undertaking.

Main activities include the following:

- Establishment of an audit work plan, including assurance and consulting services, in coordination with the Commission's Internal Audit Service (IAS)
- Implementation of the annual IAC's work plan
- Maintain a smooth, constructive and transparent liaison with the audit community (i.e. Auditnet, IAS and European Court of Auditors)

- Upon the Executive Director's request, provide other ad-hoc consultancy or assurance services not foreseen in the annual work plan
- Ensure an advisory role in the Annual Activity Report (AAR) process, internal control and risk management
- Management of ex-post audits of beneficiaries through a Framework Contract with external audit firms

In 2015 special focus will be put on the following:

- To carry out an in-depth risk assessment, jointly with the IAS, to define a coordinated internal audit work-plan for the period 2015-2017.
- To continue with the implementation of the FP7 ex-post audit strategy - new 'representative' and 'risk-based' audits will be launched to ensure appropriate audit coverage of cost claims validated. This will provide the Executive Director with an important building block of assurance on legality and regularity of the JU's transactions
- To contribute, in cooperation with the Commission's Common Support Centre (i.e. CAS), to the establishment of a H2020 ex-post audit strategy, including working arrangements "FCH JU - CAS" for the effective management of H2020 ex-post audits.
- To carry out follow up audits with the objective to confirm the effective implementation of the IAC recommendations resulting from previous audits.
- To carry out the annual assessment of the level of FP7 in-kind contributions.
- To provide advice for the establishment of a cost-efficient methodology on "H2020 in-kind contributions", including both: 'In-kind in projects' (i.e. IKOP) and In-kind in additional activities (i.e. IKAA).
- To continue the efforts to reduce errors by supporting the Finance Unit in the communication campaigns on "How to avoid errors in cost reporting".

Achievement is measured by the following indicators:

- Performance against annual audit work plan
- Coordination level with the IAS and the Commission Common Support Centre (i.e. Common Audit Service - CAS)
- Compliance with JU's deadlines established in the framework contract for ex-post audits
- Auditee's feedback (i.e. positive average feedback (below or equal to 2) in a scale from 1 (very good) to 5 (insufficient))

Accounting

Since July 2014, the Accounting Officer of the FCH JU is the Accounting Officer of the Commission. In line with the SLA a "financial contact person" with an accounting background has been appointed within the Joint Undertaking. This person ensures the liaison with the Accounting Services of the Commission and prepares all necessary data and documents for the establishment of the financial accounts of the JU.

3. Resources

The staff and financial resources of FCH 2 JU for 2015 are shown in Annex 3.

The 2015 staff establishment plan includes 24 TA and 2 CA.

The estimated expenditure for the running costs of the Programme Office for the year 2015.

Title Chapter Article Item	Heading	Commitment Appropriations 2015 (€)	Payment Appropriations 2015 (€)
1	STAFF EXPENDITURE		
1 1	STAFF IN ACTIVE EMPLOYMENT	3,068,085	3,068,085
1 2	EXPENDITURE RELATED TO RECRUITMENT	35,000	35,000
1 3	MISSIONS AND TRAVEL	132,350	132,350
1 4	SOCIOMEDICAL INFRASTRUCTURE	54,390	54,390
1 7	ENTERTAINMENT AND REPRESENTATION EXPENSES	5,200	5,200
	Title 1 - TOTAL	3,295,026	3,295,026
2	INFRASTRUCTURE		
2 0	INVESTMENTS IN IMMOVABLE PROPERTY RENTAL OF BUILDINGS AND ASSOCIATED COST	393,700	393,700
2 1	INFORMATION TECHNOLOGY	177,800	177,800
2 2	MOVABLE PROPERTY AND ASSOCIATED COSTS	10,175	10,175
2 3	CURRENT ADMINISTRATIVE EXPENDITURE	41,700	41,700
2 4	POSTAGE AND TELECOMMUNICATIONS	16,200	16,200
2 5	EXPENDITURE ON FORMAL AND OTHER MEETINGS	62,000	62,000
2 6	COMMUNICATION	400,000	400,000
2 7	SERVICE CONTRACTS	477,500	477,500
2 8	EXPERT CONTRACTS AND MEETINGS	438,400	438,400
	Title 2 — TOTAL	2,017,475	2,017,475
	TOTAL ADMINISTRATIVE EXPENDITURE	5,312,501	5,3012,501