



PICTURE: FRANKHH/ SHUTTERSTOCK

PROJECT DEVELOPMENT ASSISTANCE FOR REGIONS

Results and lessons learned
(public closing event)

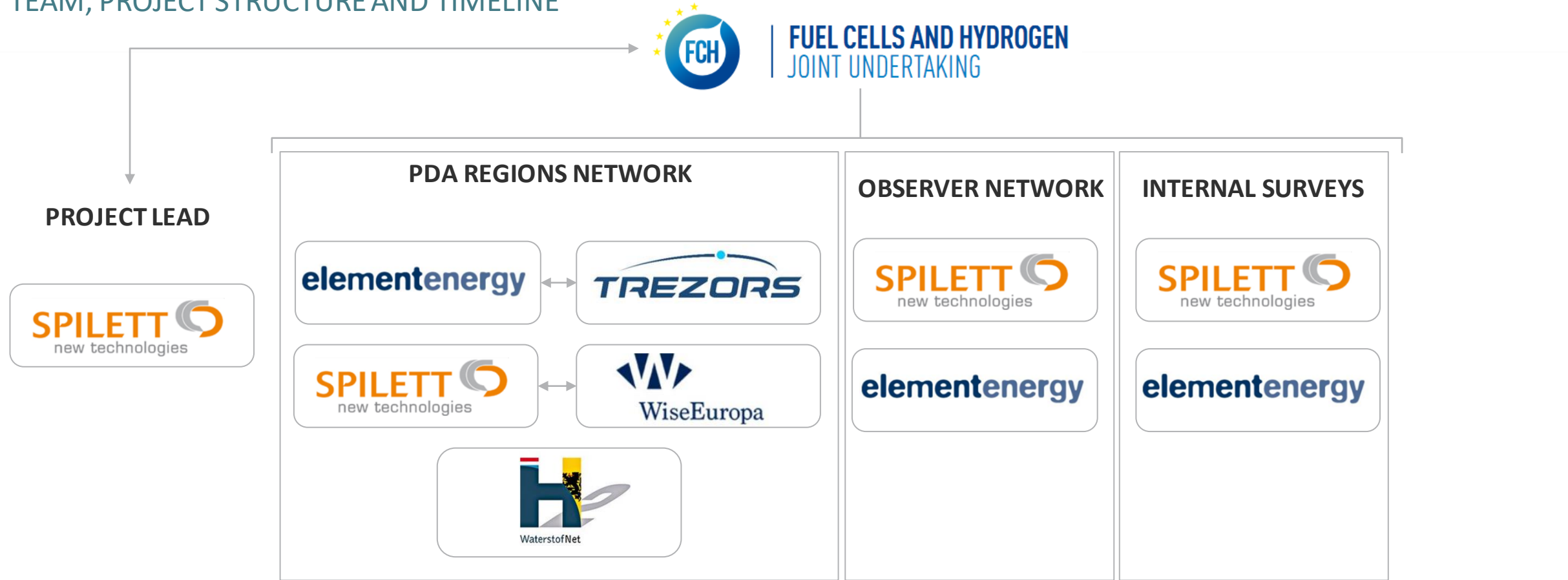
19.10.2021

AGENDA

- 01** Introduction to the PDA initiative
- 02** The supported regions and their projects
- 03** The observer network activities
- 04** Lessons learned and main takeaways
- 05** Summary and next steps

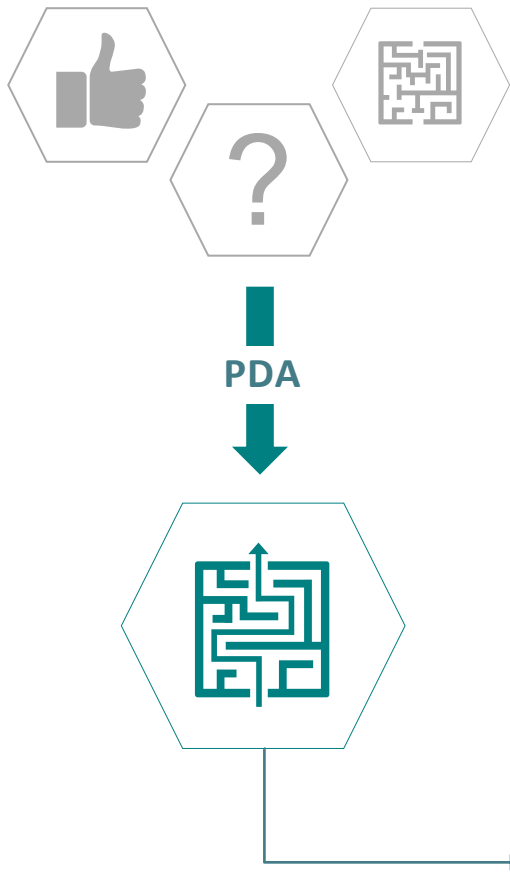
THE PDA INITIATIVE

TEAM, PROJECT STRUCTURE AND TIMELINE



INITIAL SITUATION

THE PERSPECTIVES OF THE CITIES AND REGIONS



- a number of public authorities **express significant interest** in further developing local or regional roadmaps and developing their own markets; most of these projects / activities are in various stages of planning
- many of the public authorities **do not have the level of experience or in-house expertise** needed to develop these projects; public authorities have limited resources, in particular, to access financial, technical and legal expertise needed to materialise projects in hydrogen and fuel cell technologies
- they are **not familiar with hydrogen and some of its specificities**, such as potential suppliers, safety aspects, permitting procedures, etc.
- due to the premium costs associated with these early stage projects, it is necessary to **consider sources of funding** beyond those offered by the FCH 2 JU, at European, national, regional and local levels

PROJECT DEVELOPMENT ASSISTANCE TO LAUNCH MATURE PROJECTS WITHIN 12 MONTHS

EXPECTATIONS AND INTERESTS FROM THE REGIONS

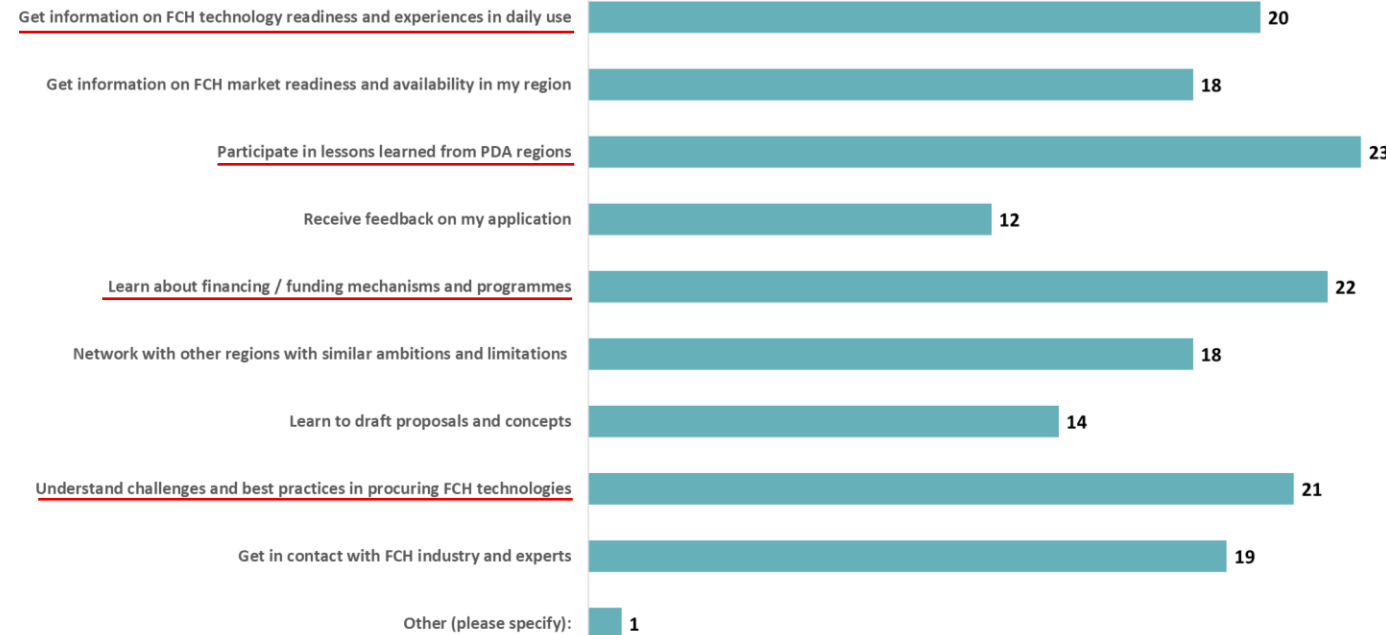
RESULTS OF SURVEY 1 (06/2020)

Important topics to implement the project idea



PDA SUPPORT IN THE 11 REGIONS

Main motivations to participate in the observer network



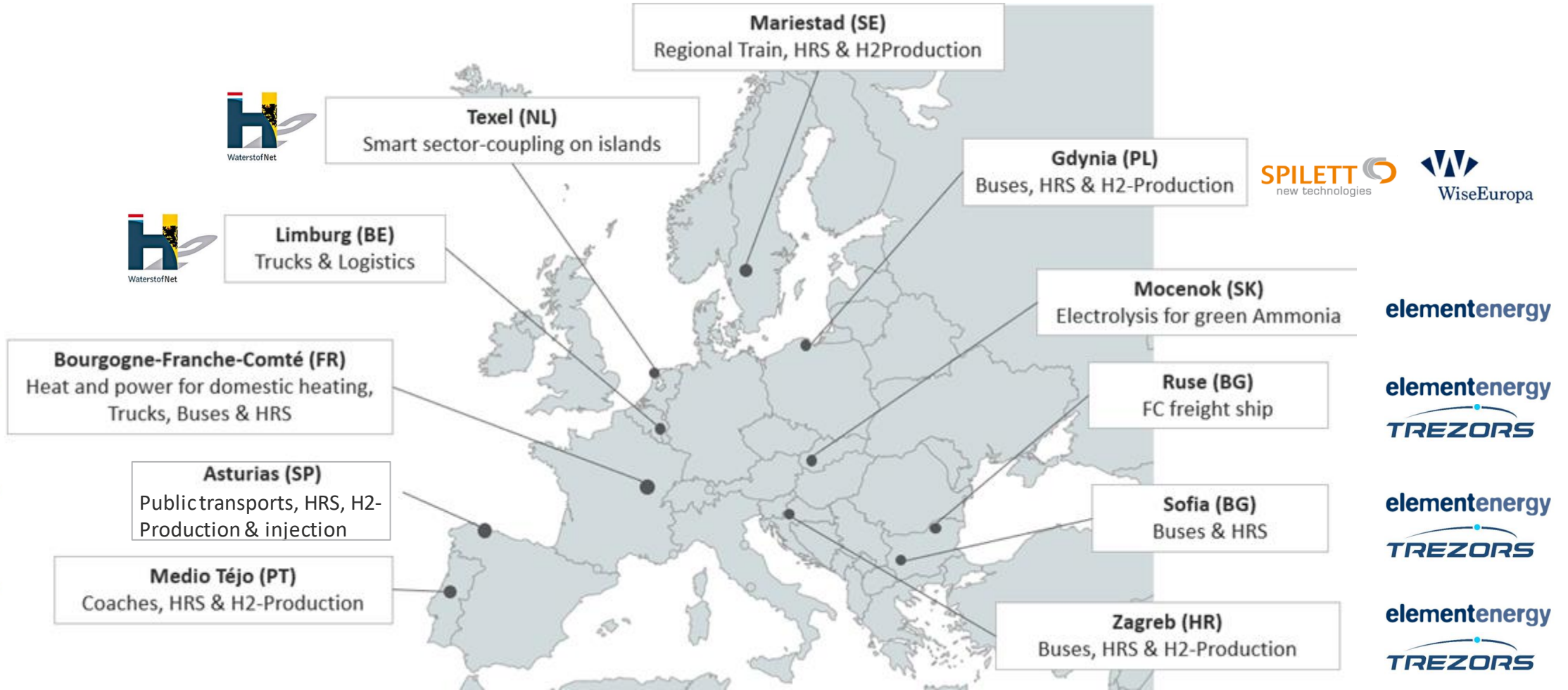
OBSERVER NETWORK SUPPORT IN THE SEMINARS

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THE SUPPORTED REGIONS AND THEIR PROJECTS

OVERVIEW OF THE 11 SUPPORTED REGIONS



STANDARDISED PDA PROCESS

TAILORED TO EACH INDIVIDUAL PROJECT

Whole group kick-off meeting

- **Webinar meeting** between the consultancy team, representatives of each of the 11 projects, and representatives from the FCH 2 JU.
- Aim was to introduce the consultancy team, explain the PDA support process and requirements of the regions, and introduce each of the projects.

Individual kick-off meetings

- **Webinar meeting** between the consultancy team and regional representatives.
- Aim was to share information on the current project status and discuss the required PDA activities and timeline.

Forming a project delivery group

- Mapping the local value chain of the proposed project to ensure that all relevant stakeholders are present and represented in the process.
- Support the local teams with establishing these groups, including consideration of issues such as governance, working mode, etc.
- Where necessary: provide dedicated support in coordinating the Project Delivery Groups and managing the consortium (e.g. preparing for and chairing meetings, circulating minutes recording points of agreement and actions arising).

Initial concept development

- **Prepare initial concept paper** setting out the overall objectives of the project, the scope of activities, likely budget, the key tasks, procurement strategy, responsibilities of all partners, and timescales (from EOI and bilateral interviews, feedbacked by consultancy's expertise and knowledge)
- **Assess feasibility of ideas and activities**, steer project in a direction that is consistent with the available resources

Detailed project planning

- **Process of expanding, reviewing, and refining the concept paper** into a detailed scope, which becomes the "project plan" document
 - Form **working groups** for local project development
 - **Project plan development** including a detailed description of the technologies to be deployed, deployment locations, responsibilities, Gantt chart, milestones, governance structure of delivery phase, risk assessment
 - **Budget development**, financing and funding plan
 - Approach to procurement and equipment ownership
 - Project plan sign-off (letters of commitment by senior representatives)

Performance monitoring

- Three survey to feedback on:
 - Type and quality of support provided and added value of the PDA support service.
 - Extent to which the implementation plans have been advanced and any outstanding barriers to implementation.
 - Lessons learned and challenges, willingness of the participants and timelines for implementing the projects.









The concept paper was drafted to be a living document which evolved through time as the project develops

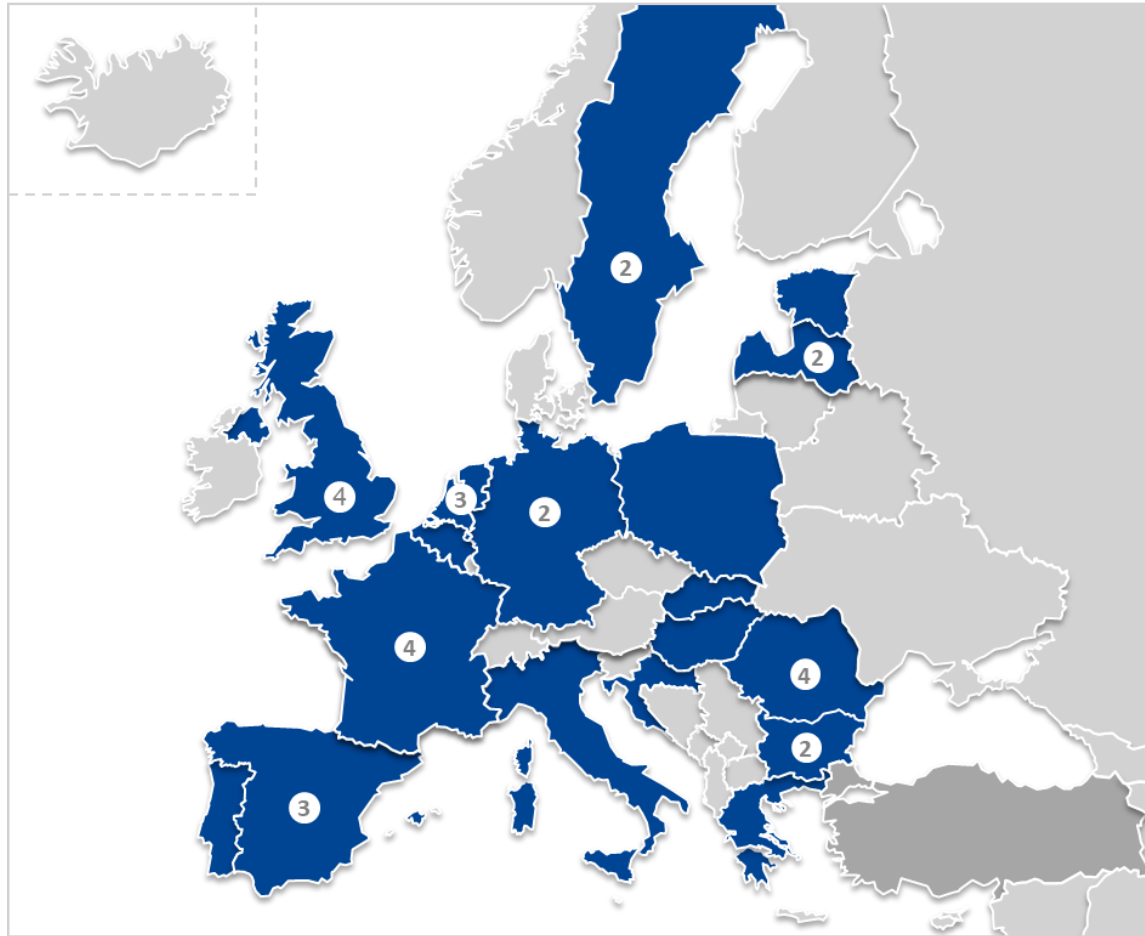
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THE PDA OBSERVER NETWORK

35 REGIONS FROM 18 COUNTRIES

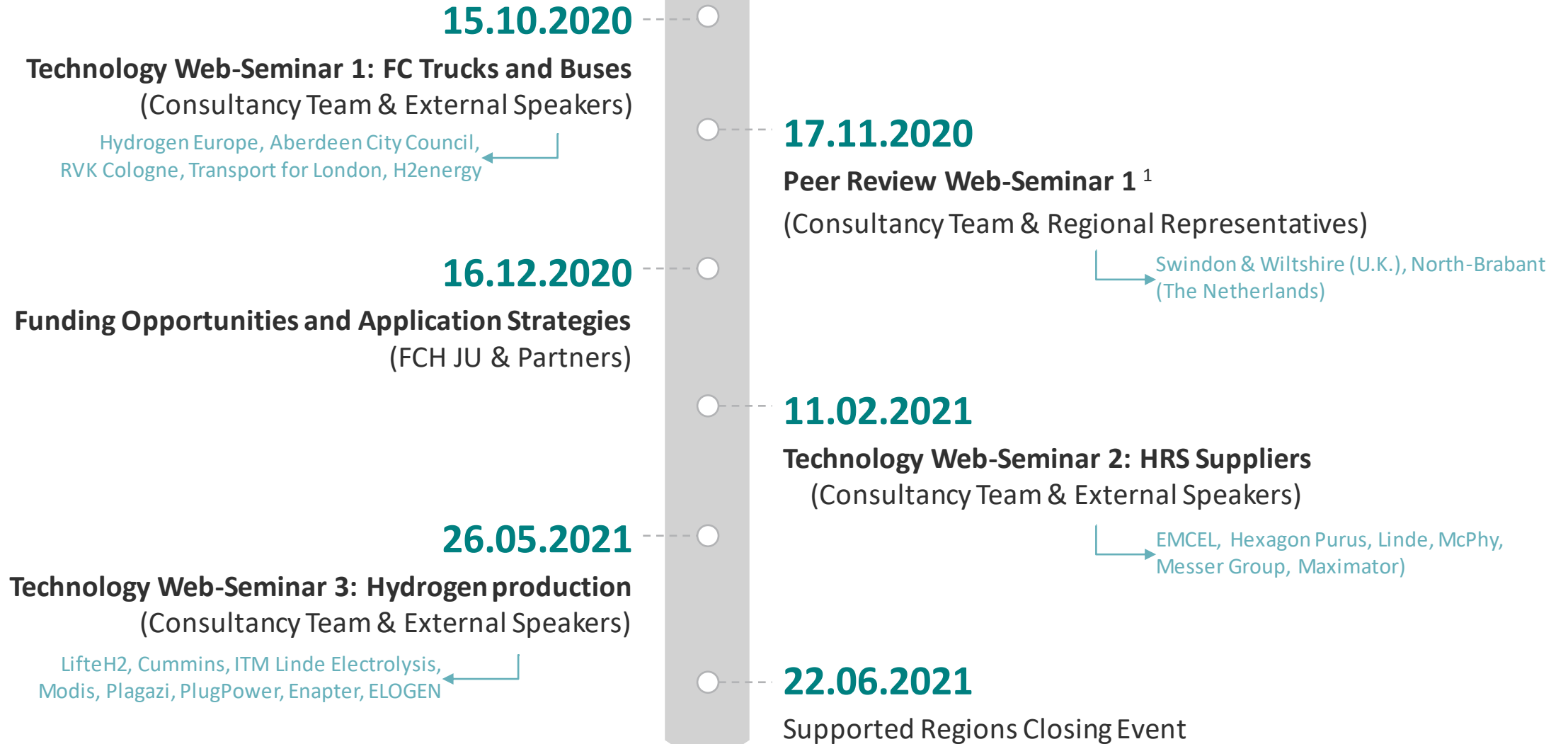
-  Coventry, Swindon, Aberdeen, Orkney Islands
-  Brainport Eindhoven, Midden Noord-Brabant, **Texel**
-  **Limburg**
-  **Bourgogne-Franche-Comté**, Normandie, Région Grand Est, Région Hauts de France
-  Aragón, **Asturias**, Cantabria
-  **Medio Têjo**
-  Emilia-Romagna
-  Western Macedonia



-  Gävleborg, **Mariestad**
-  Dahme-Spreewald, Stadt Aschaffenburg
-  **4cities** (Gdynia, Gdansk, Wejherowo, Tczew)
-  Tartu
-  Jelgava, Riga
-  **Mocenok**
-  Szentendre
-  **Zagreb**
-  Cluj-Napoca, Giurgiu, Iasi, Ramnicu Valcea
-  **Ruse, Sofia**

ONLINE SEMINARS

OFFERS TO PDA REGIONS



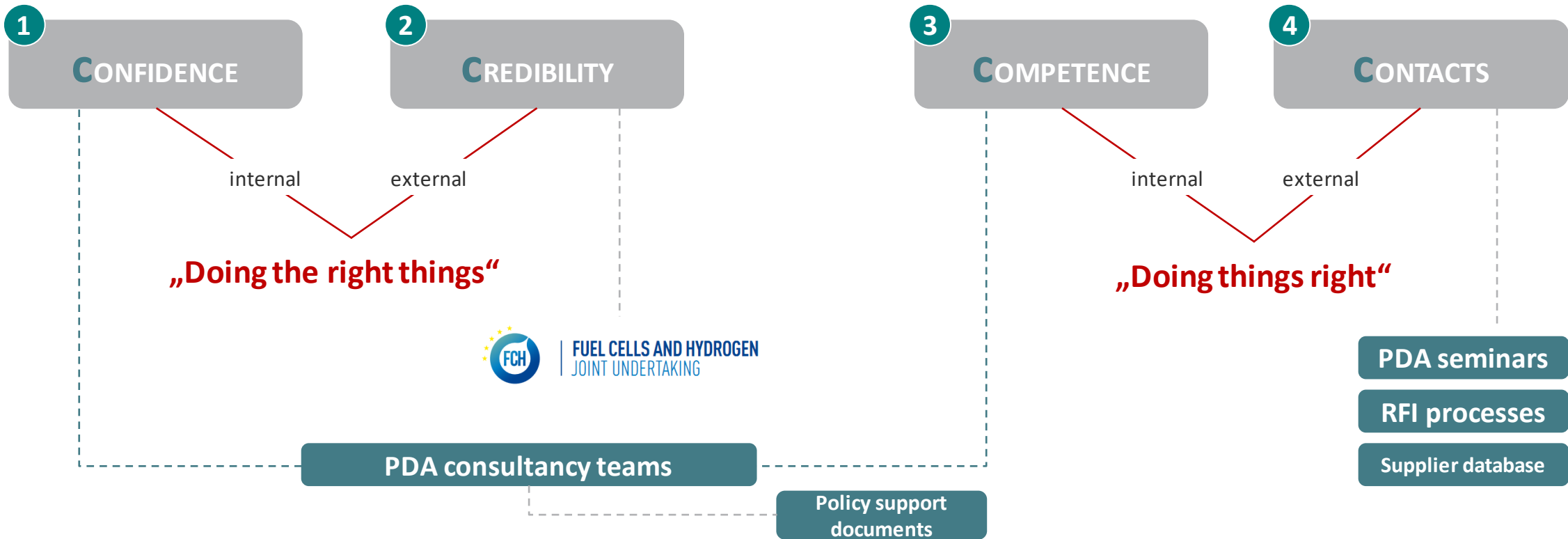
(1) Other PDA observer network regions were not yet ready to present until June 2021

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WHAT KIND OF SUPPORT IS REQUIRED?

THE REGIONS HAVE DIFFERENT NEEDS FOR SUPPORT

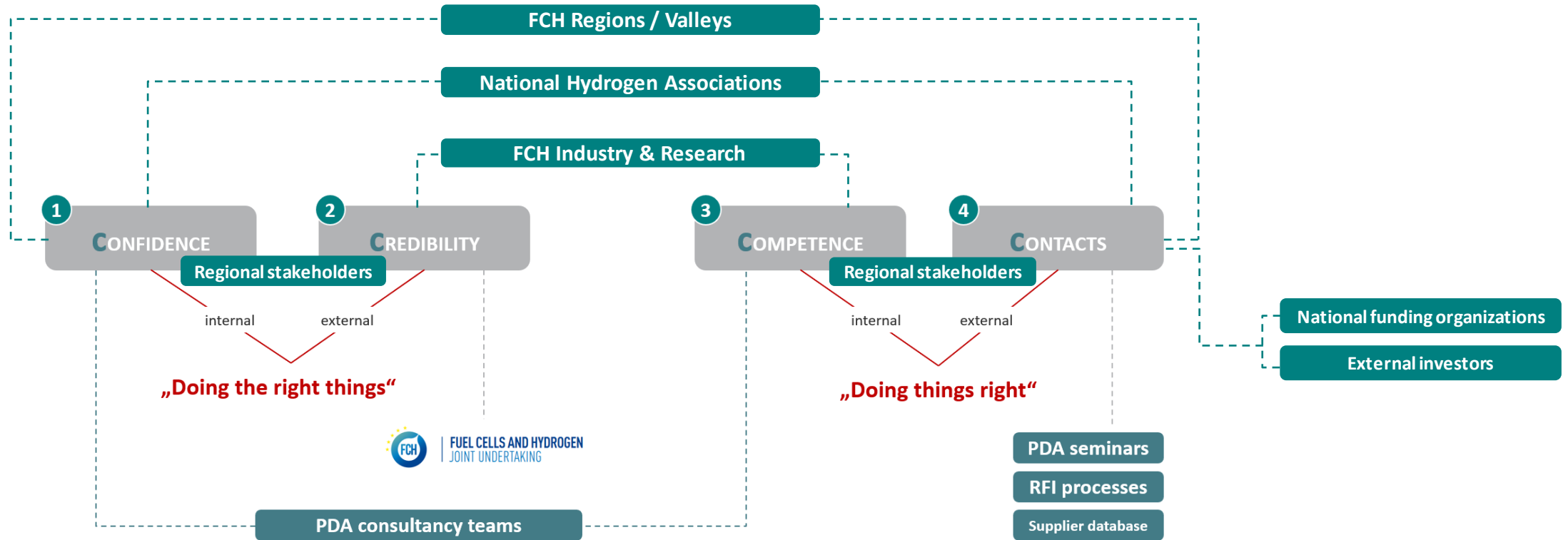


MAIN TAKEAWAYS

- It is essential to understand and prioritise the needs for support in each of the regions.
- A successful support empowers regional stakeholders to continue their projects after the PDA

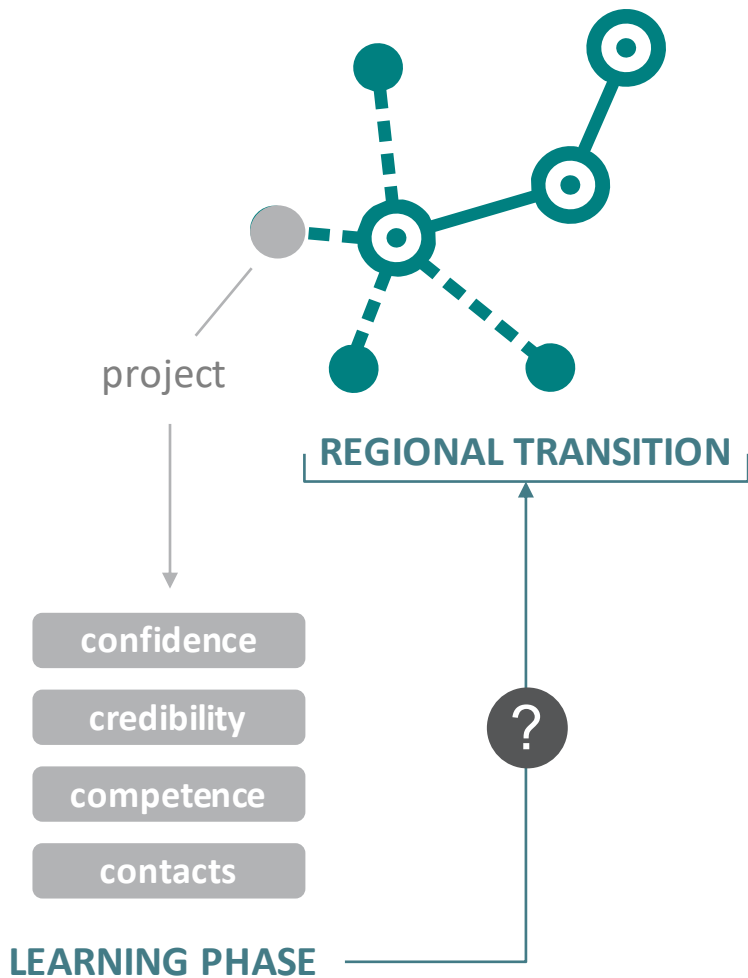
HOW CAN SUPPORT BE ORGANIZED AFTER PDA?

JOIN FORCES IN THE REGIONS AND WITH OTHER REGIONS



CHALLENGES FROM A REGIONAL PERSPECTIVE

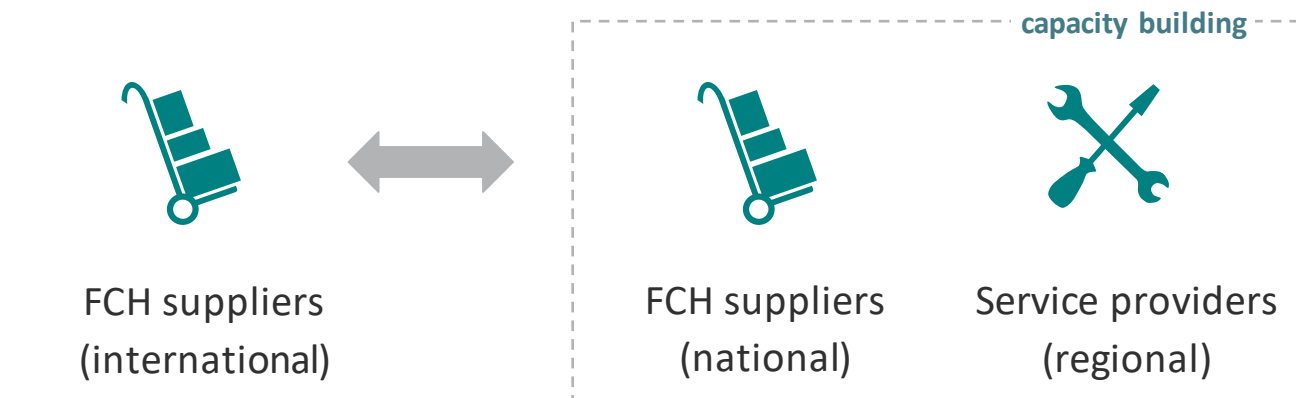
SCALING-UP STRATEGIES



Do the projects have the right scale?



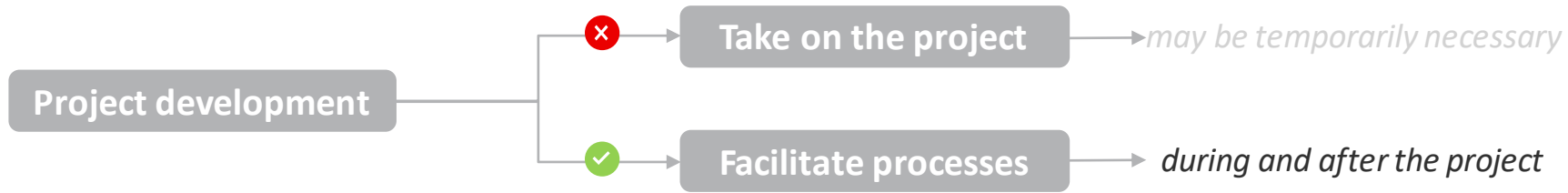
Do the projects have sufficient industry support?



BEST PRACTICES

FOCUS OF WORK AND SUPPORT OF THE PDA CONSULTANCIES

„Project development“ versus „stakeholder empowerment“? What is the better support activity in the long run? How to empower regions to manage and adapt to (expected) changes in the project delivery plans?



FACILITATING PROCESSES: REFLECTING, STRUCTURING, VALIDATING

- Identify roles and commitments for each of the stakeholders, include regional research and industry partners from the beginning¹
- Leave the project lead with the regions
- Provide expertise and share lessons learned from other regions / former projects
- Identify „blind spots“ in the project approaches
- Develop and discuss alternative options (project approach, technology set-up, financing strategy, risk mitigation strategy)
- Validate assumptions with request for information (RFI) processes

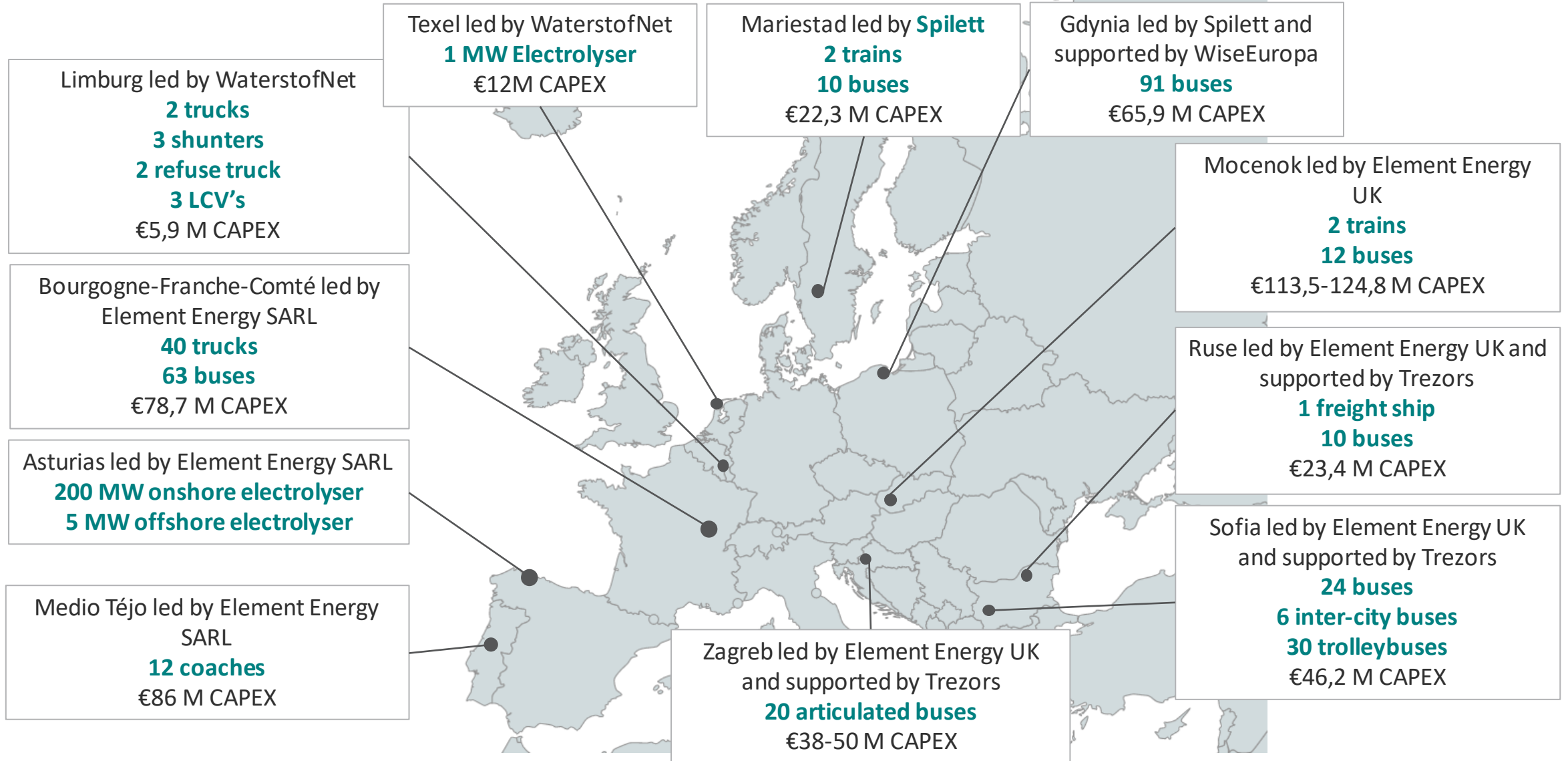
(1) NDA may be required and draft documents need to be in place

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NEXT STEPS

PROJECT IMPLEMENTATION



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THANK YOU VERY MUCH FOR YOUR ATTENTION!

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