



FUEL CELLS AND HYDROGEN
JOINT UNDERTAKING

GA # 779613
PRESLHY project
Kick-Off Meeting

(Alberto GARCIA)
Nora OVCHAROVA,

17 April 2018



Content of presentation



1) FCH 2 JU – Introduction

- Mission, objectives, structure and activities

2) FCH 2 JU Grant Agreement Overview

- Structure
- Roles and Responsibilities
- Amendments
- Reporting
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- Dissemination, communication and exploitation
- Ethics

3) Financial Reporting In Brief

- Reporting & Payments
- Use of Resources Details for FO Assessment
- Personnel costs : Time- keeping & Calculations
- Third Parties & Other Sensitive Relations. Contractors & Subcontractors.
- Receipts
- Audits



FCH 2 JU – Introduction

Strong public-private partnership with a focused objective

EU Institutional Public-Private Partnership (IPPP)



Fuel Cells & Hydrogen Joint Undertaking (FCH 2 JU)



Industry grouping
More than 130 members
50% SME



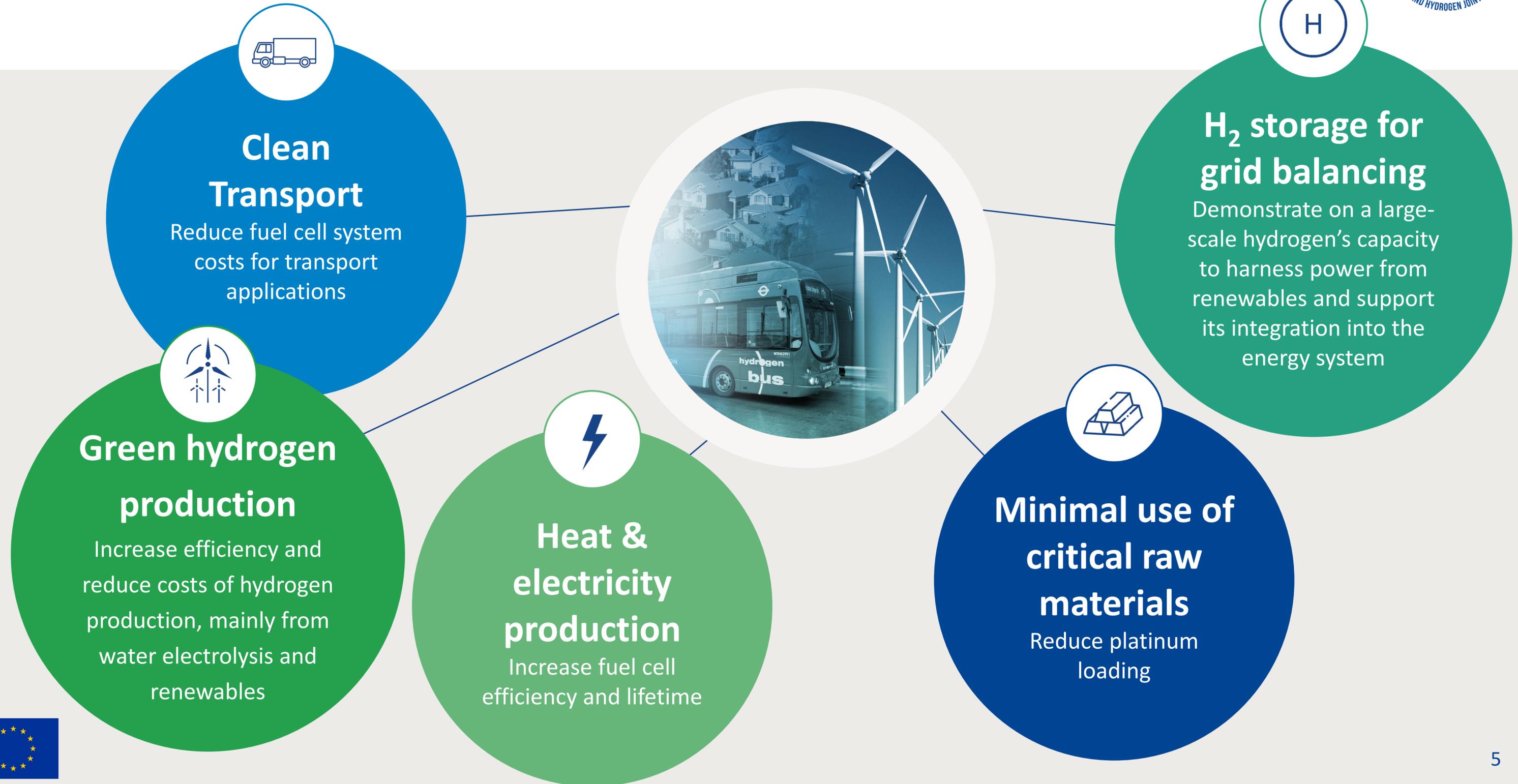
Research grouping
over 60 members

To implement an *optimal research and innovation programme* to bring FCH technologies to the point of market readiness by 2020



FCH 2 JU Objectives

Market readiness of a portfolio of clean, efficient and affordable solutions for our energy and transport systems



FCH 2 JU Programme structure



ENERGY

- Hydrogen production and distribution
- Hydrogen storage for renewable energy integration
- Fuel cells for power & combined heat & power generation



CROSS-CUTTING

(e.g. standards, safety, education, consumer awareness, ...)



TRANSPORT

- Road vehicles
- Non-road vehicles and machinery
- Refuelling infrastructure
- Maritime, rail and aviation applications

FCH 2 JU:

Total Budget: 1,3 bn €

EC contribution: 646 m €



FCH JU programme implementation



Energy

- Hydrogen production and distribution
- Hydrogen storage for renewable energy integration
- Fuel cells for power & combined heat & power generation



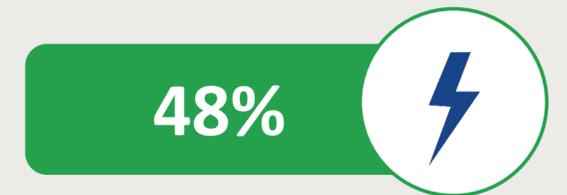
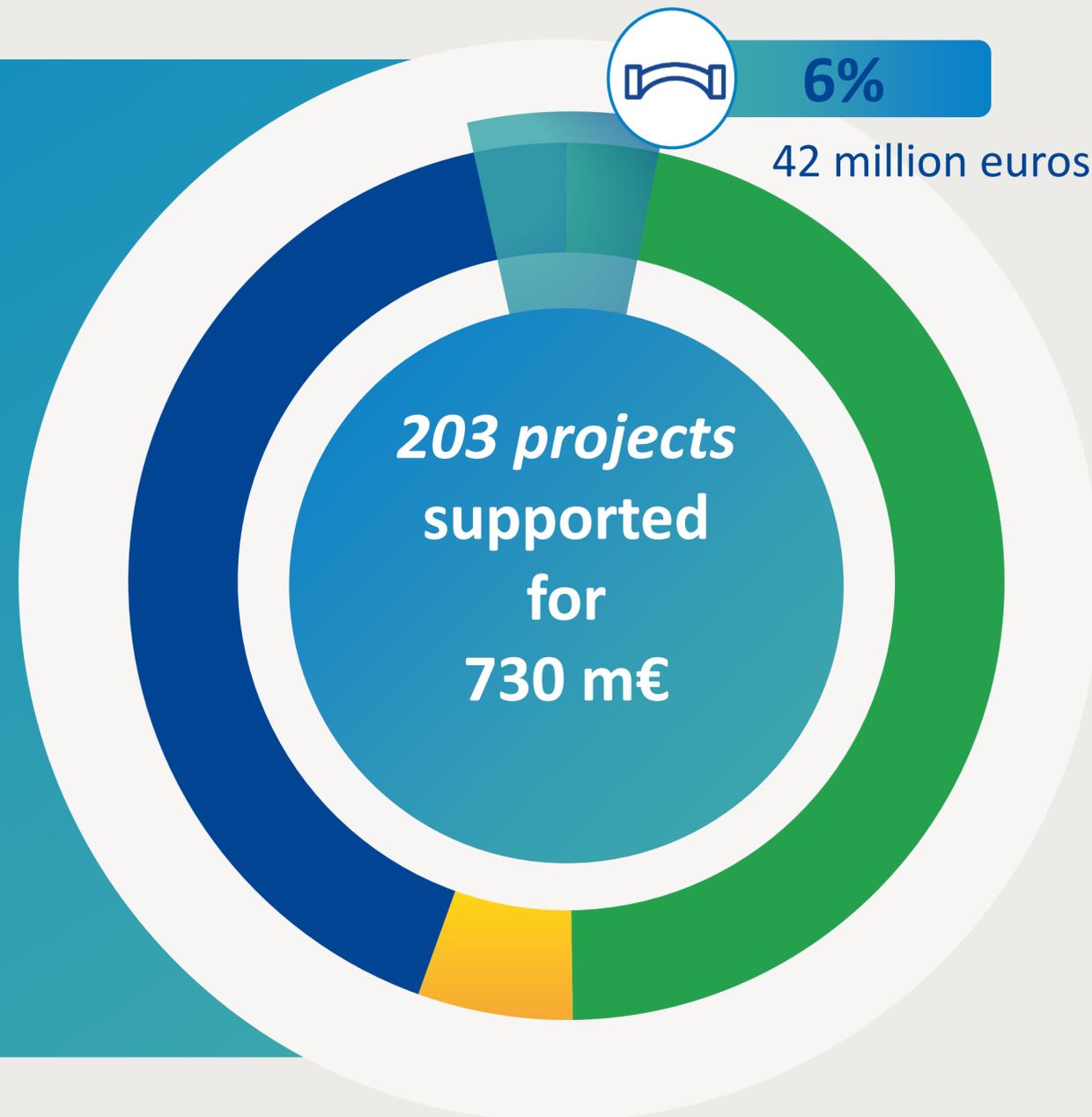
Transport

- Road vehicles
- Non-road vehicles and machinery
- Refuelling infrastructure
- Maritime rail and aviation applications



Cross-cutting

- Standards, safety, education, consumer awareness ...



342 million euros
114 projects



306 million euros
52 projects



39 million euros
34 projects

Similar leverage of private funding: 779 m€



FCH 2 JU Grant Agreement Overview

FCH 2 JU Grant Agreement (GA)

Introduction



- The Grant Agreement (GA) sets out the **beneficiaries' rights and obligations** to the FCH 2 JU and the **FCH 2 JU's rights and obligations** to the beneficiaries with regards to the grant
 - The Grant Agreement (GA) is **signed directly by the FCH 2 JU and the coordinator**
 - The other **beneficiaries sign** the GA by signing the **Accession Form**
 - Applicants who accept the grant by signing the GA become beneficiaries and are **bound by the entirety of the terms and conditions**



FCH 2 JU Grant Agreement (GA)

Structure – CORE GA and Annexes to the GA



Annex VI
Model for the certificate
on the methodology



Annex V
Model for the certificate on
the financial statements

Annex I
Description of Action
(Part A and B)



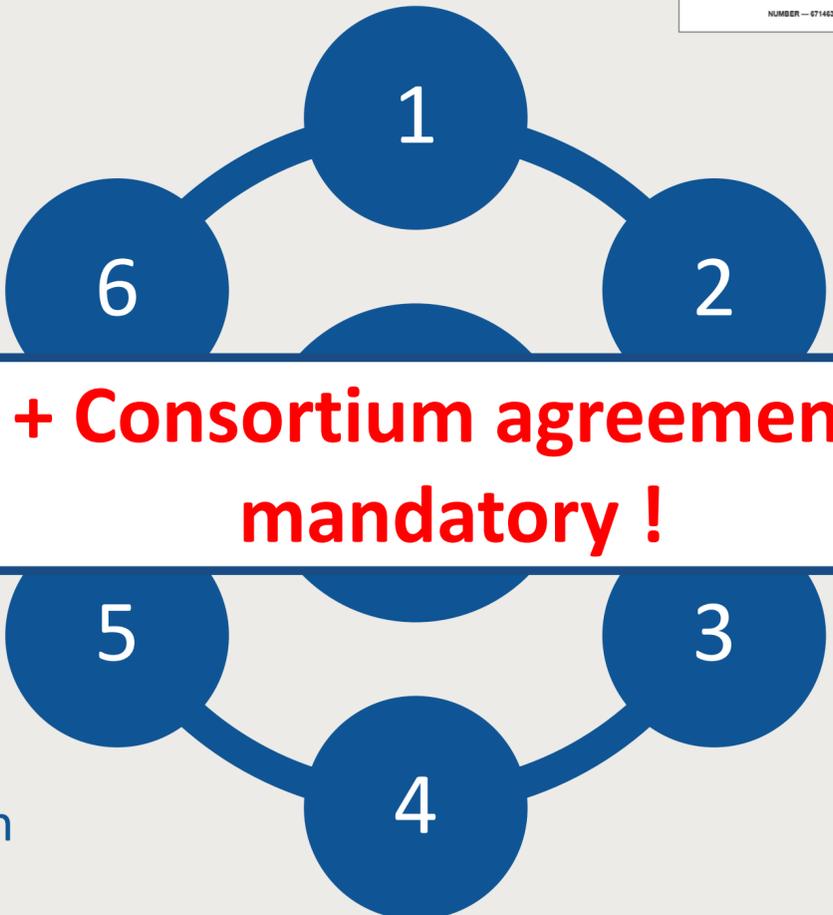
Annex II
Estimated budget of the
action



Annex III
Accession Forms



Annex IV
Model for the financial
statement



**+ Consortium agreement,
mandatory !**



FCH 2 JU Grant Agreement (GA)

Core of the GA



H2020 Grant Agreement



Chapter 1: General

- Single article: subject of the agreement

Chapter 2: Action

- Action, duration and budget

Chapter 3: Grant

- Amount, reimbursement rates, eligible costs

Chapter 4: Rights and obligations

- To implement the action: resources, in-kind contributions, subcontractors
- Grant administration: reporting, payments, audits
- Background and results: access rights, protection of results, exploitation, dissemination
- Others: gender equality, ethics, confidentiality

Chapter 5: Division of roles

- Roles and responsibilities, internal arrangements

Chapter 6: Rejection, reduction, penalties, termination, etc

- Rejection, reduction, recovery and penalties
- Suspension and termination of the action

Chapter 7: Final provisions

- Accession, entry into force, amendments, applicable law

General Information

- List of beneficiaries
- Duration
- Reporting periods
- Maximum financial contribution of the EU
- Pre-financing and Guarantee Fund
- Bank Account
- Communication addresses

Specific for each project

Terms and conditions

- Costs eligibility
- Rights and obligations of parties
- Deliverables, reporting
- ... and roles and responsibilities...

Common to all FCH 2 JU projects

FCH 2 JU Grant Agreement (GA)

Annex 1 - Description of Action



- Sets out the project activities
- 2 documents: **Part A & Part B**
- Part A includes the description of WPs, tasks, contractual deliverables, milestones, reviews, etc.
- Part B includes the aspects related with scientific excellence, dissemination and exploitation of project's results, additional activities, resources allocation, third parties, ethics, etc.

- **Project performance**, periodic reporting or any other contractual obligations - financial and technical - **will be assessed with respect to Annex 1**



**Before deciding on any modification,
please contact the FCH 2 JU**



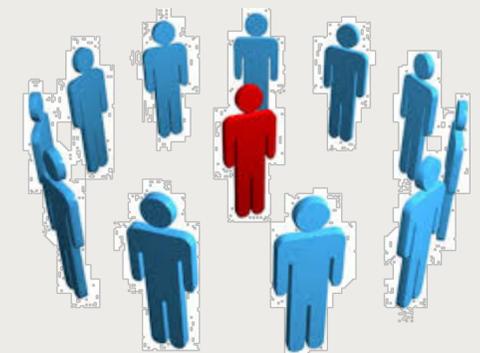
FCH 2 JU Grant Agreement (GA –article 41)

Roles and responsibilities: Coordinator



The **coordinator** must:

- **Monitor that the action is implemented properly**
- Act as the **intermediary** for all communications between the beneficiaries and the JU
- Request and **review documents** or information required by the JU and verify their **completeness and correctness** before submitting them to the JU
- **Submit the deliverables and reports** to the JU
- **Distribute EU funding** to the other beneficiaries without unjustified delay
- Inform the JU of the amounts paid to each beneficiary, when required



These tasks cannot be delegated or subcontracted



FCH 2 JU Grant Agreement (GA –article 41)

Roles and responsibilities: Beneficiaries



The beneficiaries have **full responsibility for implementing the action and complying with the Agreement.**



Joint and several liability for **technical implementation**



Individual **financial responsibility**

Each beneficiary must:

- Keep up to date its administrative info in the electronic register
- **Inform the coordinator** immediately of any events or circumstances likely to affect significantly or delay the implementation of the action
- **Submit to the coordinator** in good time financial statements, data for technical reports, any info requested by the JU



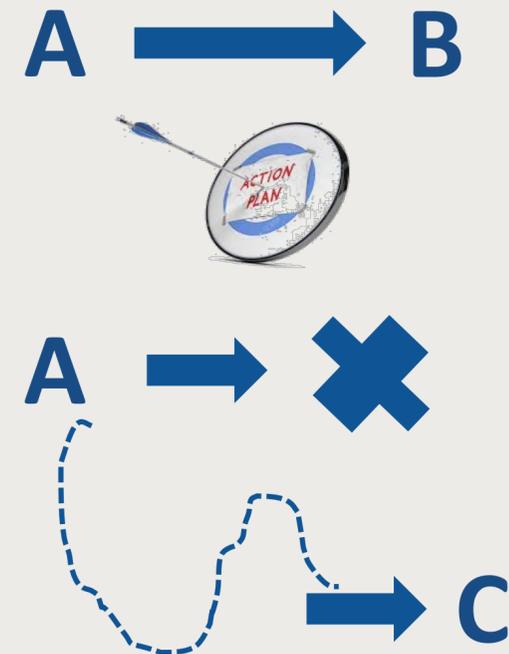
FCH 2 JU Grant Agreement (GA –article 55)

Amendments



Amendments to the Grant Agreement (GA)

- Projects may face unexpected situations during the course of the activities, which may need **adapting** the original planning
- Depending on the significance of the modifications when compared to the original planning, **an amendment** to the Grant Agreement (GA) **may be needed**
- Amendments are considered as exceptional situations, **shall be duly justified**
- Indeed, FCH may reject the request



Amendments should always be discussed with the FCH 2 JU in advance

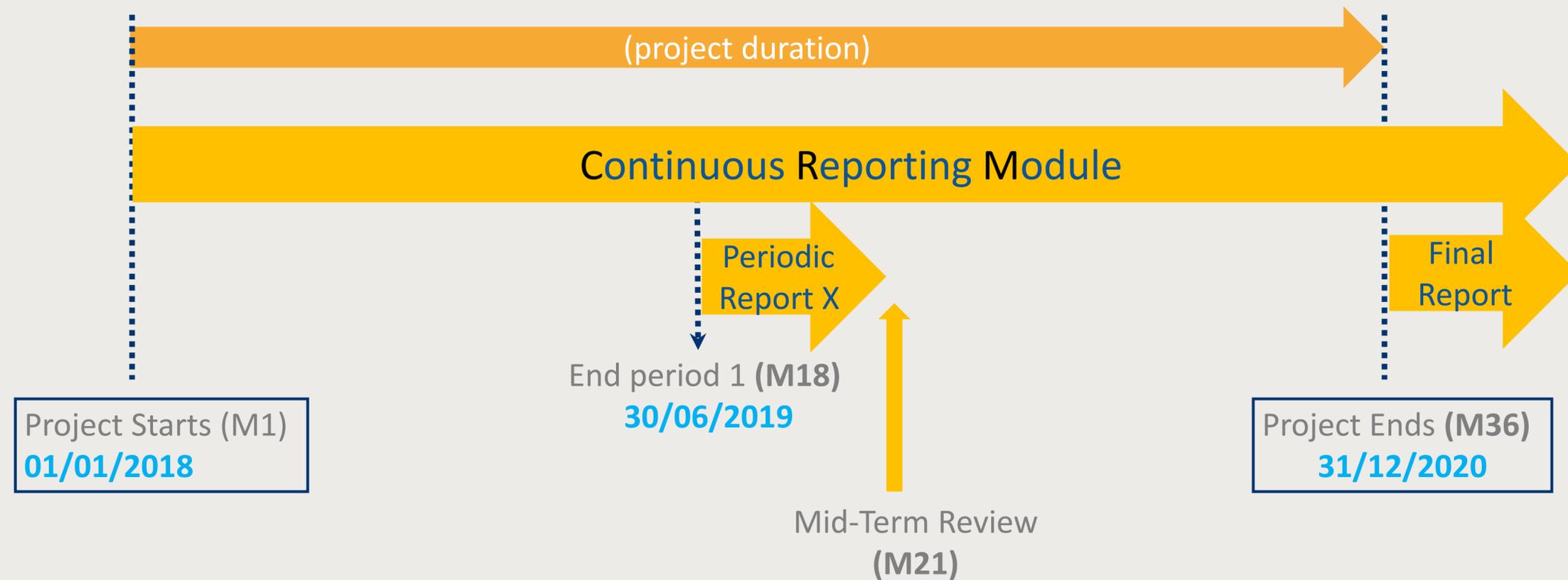


Project monitoring

IT tools



- ✓ Continuous reporting module
- ✓ Periodic reporting module



Continuous monitoring

Active since project starts



- ✓ Publishable summary
- ✓ Submit deliverables
- ✓ Report progress in achieving milestones
- ✓ Follow up critical risks
- ✓ Questionnaire on horizontal issues
 - Publications
 - Communications activities
 - Rest of questionnaire on horizontal issues

RESEARCH & INNOVATION
Participant Portal - Grant Management Services

Generic DEVUSERCOORDINATOR

Launch new interaction with the EU

MY PROJECT

HORIZON 2020

Call: H2020-SCC-2015
Type of Action: CSA
Acronym: 920939 AURI
ThirdParty (ABAC: ABACBU DL)
Current Phase: Grant
Management Number: 920939
Duration: 36 months
GA Signed On: 26 Oct 2017
based on the H2020 General MGA
Multi - 4.0
Start Date: 26 Oct 2017
Estimated Project Cost: €19.00
Requested EU Contribution: €20.00
Contact: Fatima ALTINTAS

Periodic Reporting REP-920939-2 - period 01/07/2015 > 31/12/2016
15 Nov 2017 02 Mar 2017 (318 days)
Draft Submitted Paid

Technical Part contribution Lock for review
Financial Part AST [PIC 973276467] drafting Lock for review
Financial Part LANCA [PIC 999840984] (as TP) drafting Lock for review
Periodic Report composition Submit to EU

Process documents
Process communications New messages (0)
Process history

Periodic Reporting REP-920939-1 - period 26/04/2016 > 25/10/2017
26 Oct 2017
Draft Submitted Paid

Process documents
Process communications New messages (0)
Process history

Continuous Reporting 920939 - 920939 AURI ThirdParty [ABAC: ABACBU DL]
Started Completed

Continuous reporting data
Process documents

H2020 ONLINE MANUAL
HOW TO

920939 (920939 AURI) CSA
HORIZON 2020
Call: H2020-SCC-2014-2015
Topic: SCC-03-2015 Unit: CNECT/R-02

Summary for publication Deliverables Milestones Critical Risks Publications Disseminat... Patents (IPR) Innovation SME Impact Open Data Gender Energy ABS Regulation

Summary for publication

The summary for publication should be written as a "stand-alone" text, in a language easily understandable by a broader public and must not contain any confidential data

Summary of the context and overall objectives of the project (For the final period, include the conclusions of the action)

This section should include information on:

- What is the problem/issue being addressed?
- Why is it important for society?
- What are the overall objectives?

Work performed from the beginning of the project to the end of the period covered by the report and main results achieved so far (For the final period please include an overview of the results and their exploitation and dissemination)

Progress beyond the state of the art, expected results until the end of the project and potential impacts (including the socio-economic impact and the wider societal implications of the project so far)

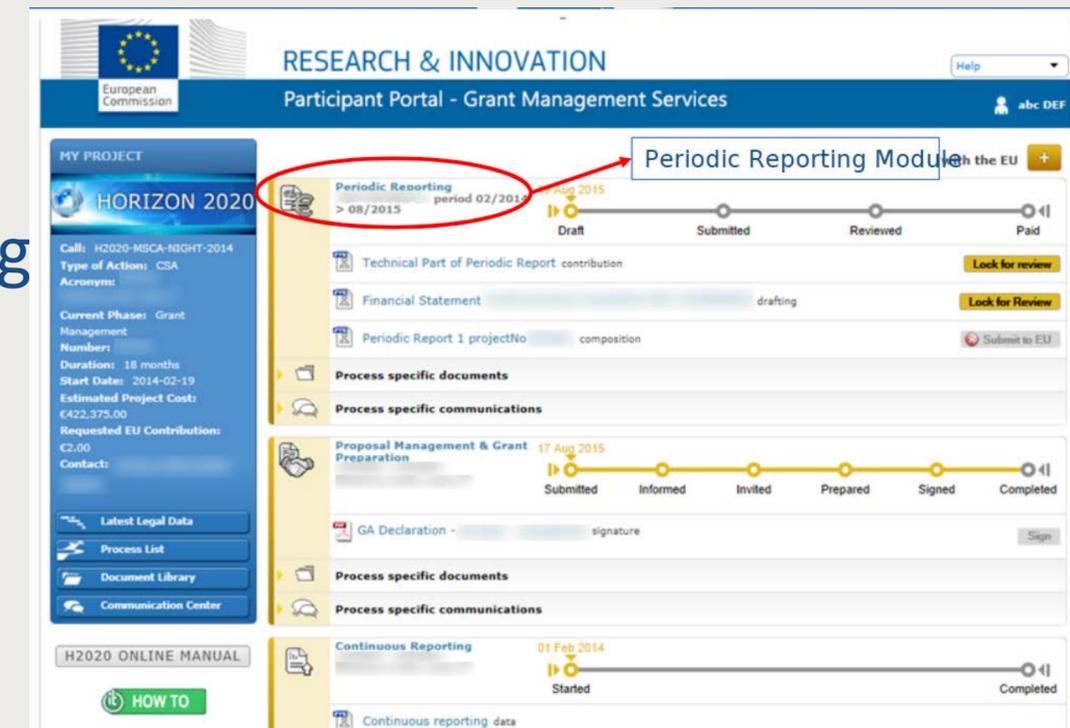


Periodic Reporting

Activated after the end of each reporting period



- ✓ Coordinator uploads the Part B of the periodic technical report (narrative part).
- ✓ Beneficiaries complete on-line the financial statements including explanations on the use of resources.



Automatic activation except if an amendment is on-going or a previous periodic report is still open.

At the time **the coordinator submits the periodic report**, the IT tool will capture the information from the continuous reporting module in order to generate automatically the Part A of the Periodic report.

Make sure the **information in the continuous reporting module is complete and up-to-date** before the periodic report is 'locked for review'.



FCH 2 JU Grant Agreement (GA –article 20)

Reporting: Analysis and approval of reports



Periodic/ Final reporting **must** be submitted **up to 60 days after reporting period end date**. Deliverables shall be submitted at due time (DoA)

FCH 2 JU is **monitoring reports and deliverables submission**

- Electronic Submission/Signatures
- One submission/rejection of reports
- Late/incomplete submission leads to partial payment/suspension/ termination

After reception of reports, FCH 2 JU may:

- **Approve** the reports
- **Request revision/completion/clarification**, leading to a temporary suspension of the payment.
- **Reject** them giving justification
- **Suspend/ terminate** the project



**They will be assessed against
Annex 1**



FCH 2 JU Grant Agreement (GA – Article 22)

Checks and Reviews



- Check/review the **proper implementation of the action** and compliance with the obligations
- **At any time** during the implementation of the action or afterwards (indicative timing in the GA)
- FCH JU may be assisted by external persons or bodies
- Information provided must be **accurate, precise and complete** and in the format requested
- A **‘review report’** will be drawn up
- **On-the-spot** reviews (access to sites and premises) possible

Project reviews will also be used to track the innovations emerging from our projects via the - **Innovation Radar - Pilot implementation**



Applies to technical and financial aspects



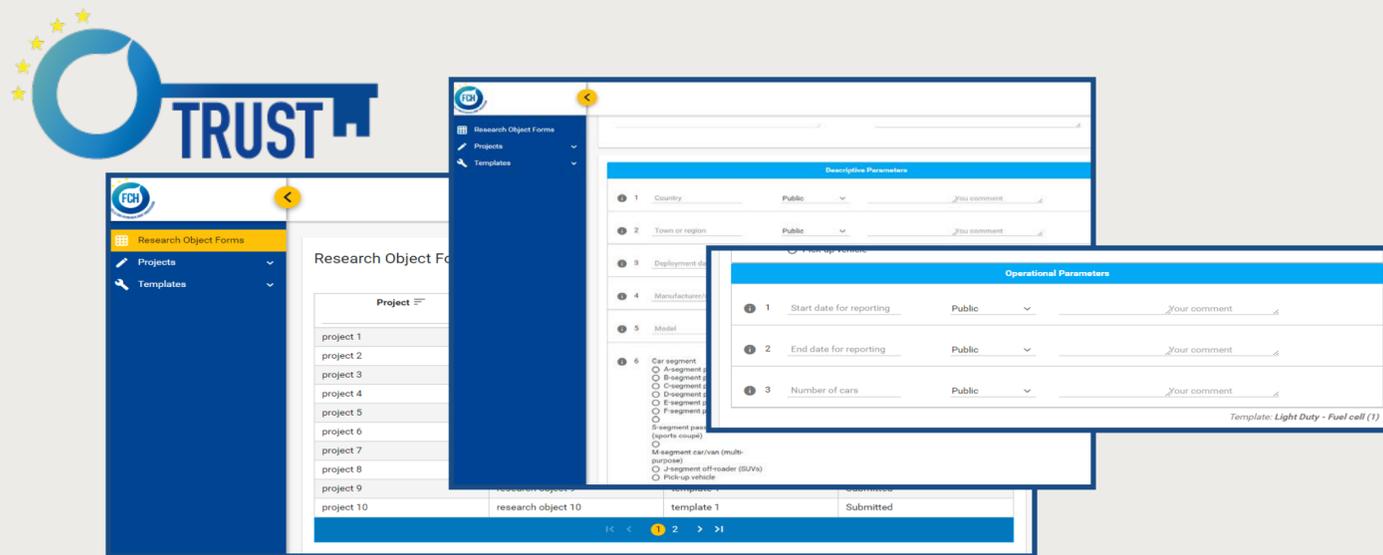
FCH 2 JU Grant Agreement (GA)

Reporting: Knowledge management



1. Technology monitoring

All projects have to provide every year (April- May) **technical information using structured parameter templates**



Examples of templates for illustrative purposes

- Templates provided according to project scope
- Online + secure interface
- Individual parameters labeled by project as public/ confidential
- Confidential data only used in aggregated forms after anonymization
- Yearly revision for an updated overview
- Data provided in year N will report on data for year N-1

2. Programme Review Days (PRD)

All projects have the obligation to provide information for the PRD - Projects are typically requested to:

- Report on progress using standard forms that will be reviewed under confidentiality
- Send information for the preparation of posters at the PRD
- Give oral presentations, if selected, at the Programme Review Days



<http://www.fch.europa.eu/projects/knowledge-management>



FCH 2 JU Grant Agreement: communication and dissemination

Promoting the action: communication and dissemination



‘The beneficiaries must promote the action and its results, by providing targeted information to multiple audiences (including the media and the public) in a strategic and effective manner’ (GA Article 38.1)

- Applies to websites, standards, patents, publications, infrastructures, posters, etc.
- Acknowledgement messages included in the Grant Agreement

Before engaging in a communication activity expected to have a major media impact, the beneficiaries must inform the FCH 2 JU (GA Article 38.1)

Obligation to disseminate results (GA Article 29.1)

- Unless it goes against their legitimate interests, each beneficiary must —as soon as possible— ‘disseminate’ its results by disclosing them to the public by appropriate means

Communication	Dissemination
About the project and results	About results only
Multiple audiences <i>Beyond the project's own community (include the media and the public)</i>	Audiences that may use the results in their own work <i>e.g. peers (scientific or the project's own community), industry and other commercial actors, professional organisations, policymakers</i>
Inform and reach out to society , show the benefits of research	Enable use and uptake of results
Grant Agreement art. 38.1	Grant Agreement art. 29



All consortium partners should be aware of the contractual obligations for communication and dissemination

FCH 2 JU Grant Agreement (GA – Article 29)

Open Science



Obligation to use open access for publications (GA article 29.2)

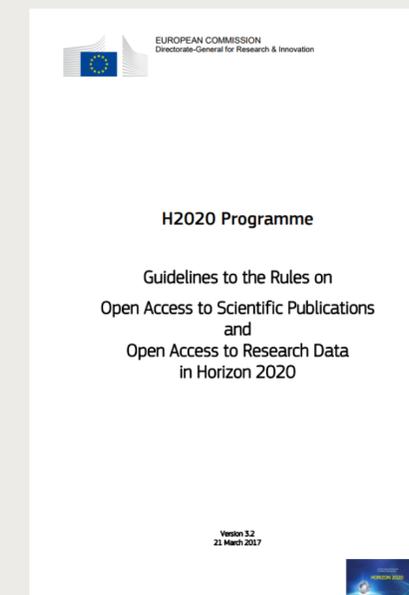
- To all peer-reviewed scientific publications relating to the project's results
- Ensure open access to the deposited publication — via the repository
- Open access = free and online, see further info on www.openaire.eu



http://ec.europa.eu/research/participants/docs/h2020-funding-guide/cross-cutting-issues/open-access-data-management/open-access_en.htm

Some projects have opted-out to GA Article 29.3 on “Open access to research data” (not applicable to HYDRAITE)

- is about giving access to research data emerging from the project
- data management plan (DMP) is included as a deliverable



https://ec.europa.eu/research/participants/data/ref/h2020/grants_manual/hi/oa_pilot/h2020-hi-oa-pilot-guide_en.pdf



FCH 2 JU Grant Agreement (GA – Article 27,29,38)

Visibility of EU funding: protection of results, dissemination and communication activities



Obligation to use FCH logo, EU emblem and funding acknowledgment

- Applies to websites, standards, patents, publications, infrastructures, posters, etc.
- Acknowledgement messages included in the Grant Agreement
- More detailed information in the FCH JU website



<http://www.fch.europa.eu/page/fchju-projects-communication-dissemination>



“This project has received funding from the Fuel Cells and Hydrogen 2 Joint Undertaking under grant agreement No XXXXXX. This Joint Undertaking receives support from the European Union’s Horizon 2020 research and innovation programme and Hydrogen Europe and Hydrogen Europe Research”

**Lack of acknowledgment to EU/FCH 2 JU funding
will result in sanctions**



Online tool for uploading project pictures on the FCH JU website

Help us to communicate your project



Home

Project coordinator Menu

MY PROJECT PICTURES

UPLOAD PROJECT PICTURE

User menu

MY ACCOUNT

LOGOUT

CREATE PROJECT PICTURE

Title *

Project *

- Select a value -

Picture *

No file chosen

Files must be less than **100 MB**.
Allowed file types: **png gif jpg jpeg**.

Copyright information *

© Licensor, Year

Example: ©CompanyName, 2017

Title and brief verbal description of the Work submitted (Edit summary)

I grant the use of this image to the FCH 2 JU as outlined in the Grant of rights form *
The grant of rights form can be consulted on the following page.

- Upload HR photos, mention copyright notice and grant the rights to use it to FCH JU
- Fast and easy to use
- You can upload unlimited number of pictures
- Material used in FCH JU publications, brochures, news, presentations etc.
- Login to be given by the FHC JU to coordinator or after agreement to a different person
- Ask your login to your Project Officer

- For questions: communications@fch.europa.eu

Financial Reporting in Brief

WHY is Financial reporting important

Ex-post Audit findings on ineligible costs



The audit report thus concludes that the following adjustments are necessary:

Grant agreement	Gosts claimed (A)	Costs accepted by the FCH JU (B)	Eligible Costs as per audit (C)	Adjustments to costs accepted (C-B)
	1,652,551.94	1,652,551.94	1,313,034.32	-339,517.62

For further details we refer to the final audit report attached to this letter as Annex I.

Implementation of audit findings for *audited periods/grant agreements*

The audit adjustments included in the final audit report will be implemented by the FCH JU.

Please also note that these adjustments to the costs accepted affect the FCH JU financial contribution already received. To that effect the FCH JU intends to recover from you the net amount of 153,559.35 € corresponding to the unjustified FCH JU contribution 143,559.35 € together with the related liquidated damages 10.000 € in accordance with the provisions of Articles II.24 of the FCH JU FP7 Grant Agreement as explained hereafter.



Payments



Grant amount EUR 1,724,277.00

Pre-financing EUR 1,379,421.60 -> paid December - January 2018
(out of which EUR 86,213.85 = 5 % of total grant retained by Guarantee Fund)

Up to 2 additional payments:

- 1. Interim: up to 90% of total GA amount, i.e another 10% or 172,427.70 if costs**
- 2. Final: Remaining amount until total grant**

RP	From	To	Expected submission	Expected payment	Type
1	01/01/2018	30/06/2019	31/08/2019	30/11/2019	Interim
2	01/07/2019	31/12/2020	28/02/2021	31/05/2021	Final

→ Payments based on financial statements (FCH contribution = eligible costs * reimbursement rate)

→ Interim payment limited to max. 90 % of the FCH GA amount. Guarantee fund retention paid with final



Periodic report - Financial report



- ✓ Individual **financial statements** (Annex 4 to the GA)
- ✓ **One CFS** at final period if FCH requested contribution for the DC (excl. SME owner costs) is \geq 325,000 Euro.
- ✓ Explanations on **Use of resources** and Information on subcontracting & in-kind contributions provided by third parties
- ✓ A **periodic summary financial statement** including the request for payment.

Report generated automatically by the IT tool based on the information entered through the Periodic Reporting module.



Assessment Process

REPORTING templates



Use of Resources Details Requested in Reporting:
Minimum & limited reporting requirements in H2020 (against DoA Annex 1)
However, costs should be explained and justified in detail anytime if requested

Personnel costs

Persons/month per WP

Person months	Work Package
37.5	WP1
14	WP5
8.5	WP6
6.3	WP7
...	...

Other direct costs

Explanation of major cost items (one row per item)

Description	Category	Associated WP	Foreseen in Annex 1	Explanations (if not foreseen in Annex 1)	Costs
[insert description]	[Travel]/[Equipment]/[Other goods & services]	[Insert WP]	[YES]/[NO]	[insert comment]	[in EUR]
[insert description]	[Travel]/[Equipment]/[Other goods & services]	[Insert WP]	[YES]/[NO]	[insert comment]	[in EUR]
...

Subcontracting

Description and costs (one row per subcontract)

Description	Foreseen in Annex 1	Explanations (if not foreseen in Annex 1)	Costs
[insert description]	[YES]/[NO]	[insert comment]	[in EUR]
[insert description]	[YES]/[NO]	[insert comment]	[in EUR]
...



Personnel costs are a major cost category in PRESLHY project (**more than 64% of total direct costs**), therefore due attention to be paid!

■ The importance of recording time spent on the project

- Auditable time recording!!!
- Key is the control environment in which the time recording system is operated.
- Problem of “partial time recording”. Information included in the time records must match records of the taken annual holidays, statutory holiday, sick leave, other leaves, and work-related travel.
- 6 Minimum requirement for a timesheet and template in the Annotated Model GA
- Good time recording function is only 1 element of the picture – it needs to match activities reported

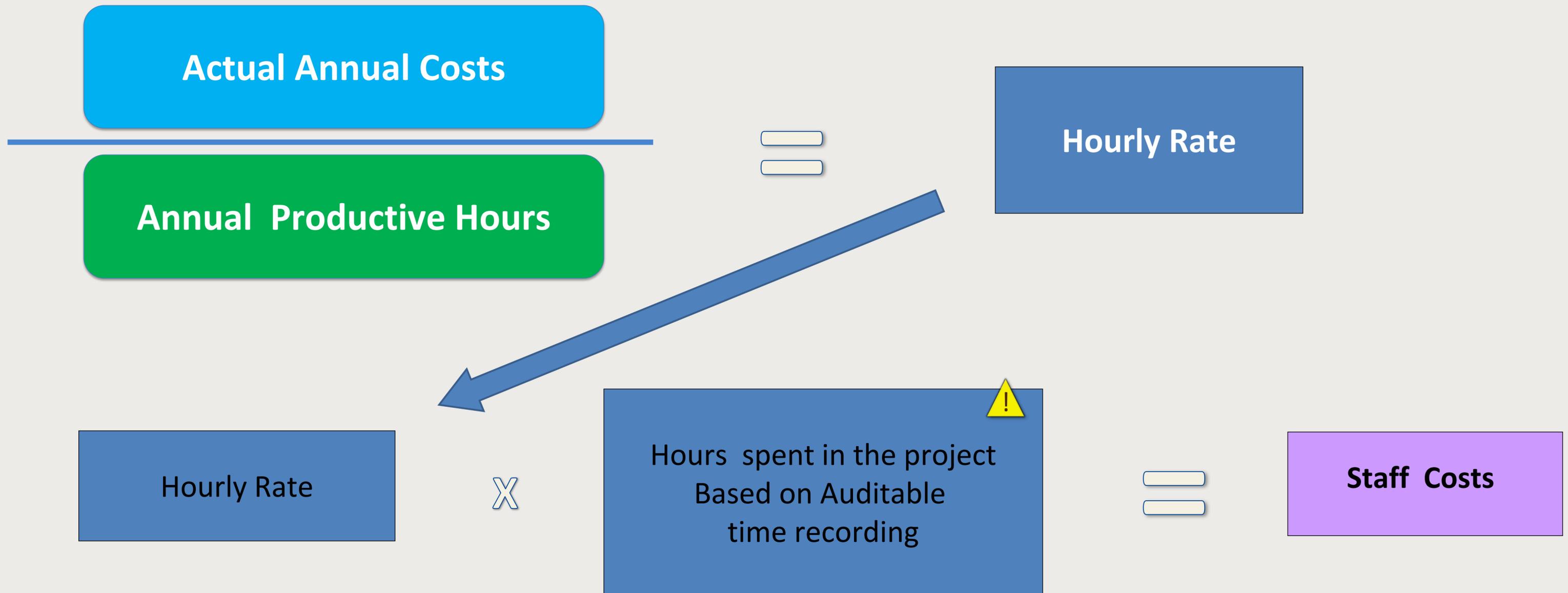
■ The importance of calculating personnel costs correctly

- How do you determine **acceptable productive hours**
- **What elements can be included in the costs of personnel**



PERSONNEL COSTS

Calculation



PERSONNEL COSTS

Calculation



Actual Annual Costs

Annual Productive Hours

=

Hourly Rate

= Standard remuneration

Basic Salary



Mandatory extras

- Fixed by law or by contract to remunerate the main activity of the employee
 - Payment not subject to discretion by the employer
 - Not linked to a specific project

Examples: 13th month, hazardous work allowance, etc.



PERSONNEL COSTS

Calculation



Actual Annual Costs

=

Hourly Rate

Annual Productive Hours

Fixed 1720 hours (generally accepted without questioning)

Individual annual productive hours

- [Total days in a year – weekends – annual holidays – statutory holidays – illness – others] * working hours per day

Standard annual productive hours

- According to the beneficiary's usual accounting practices, shall be at min = or > 90% of standard WORKABLE time, or options 1 or 2 to use.



Third Parties & other Sensitive Relations (H2020)

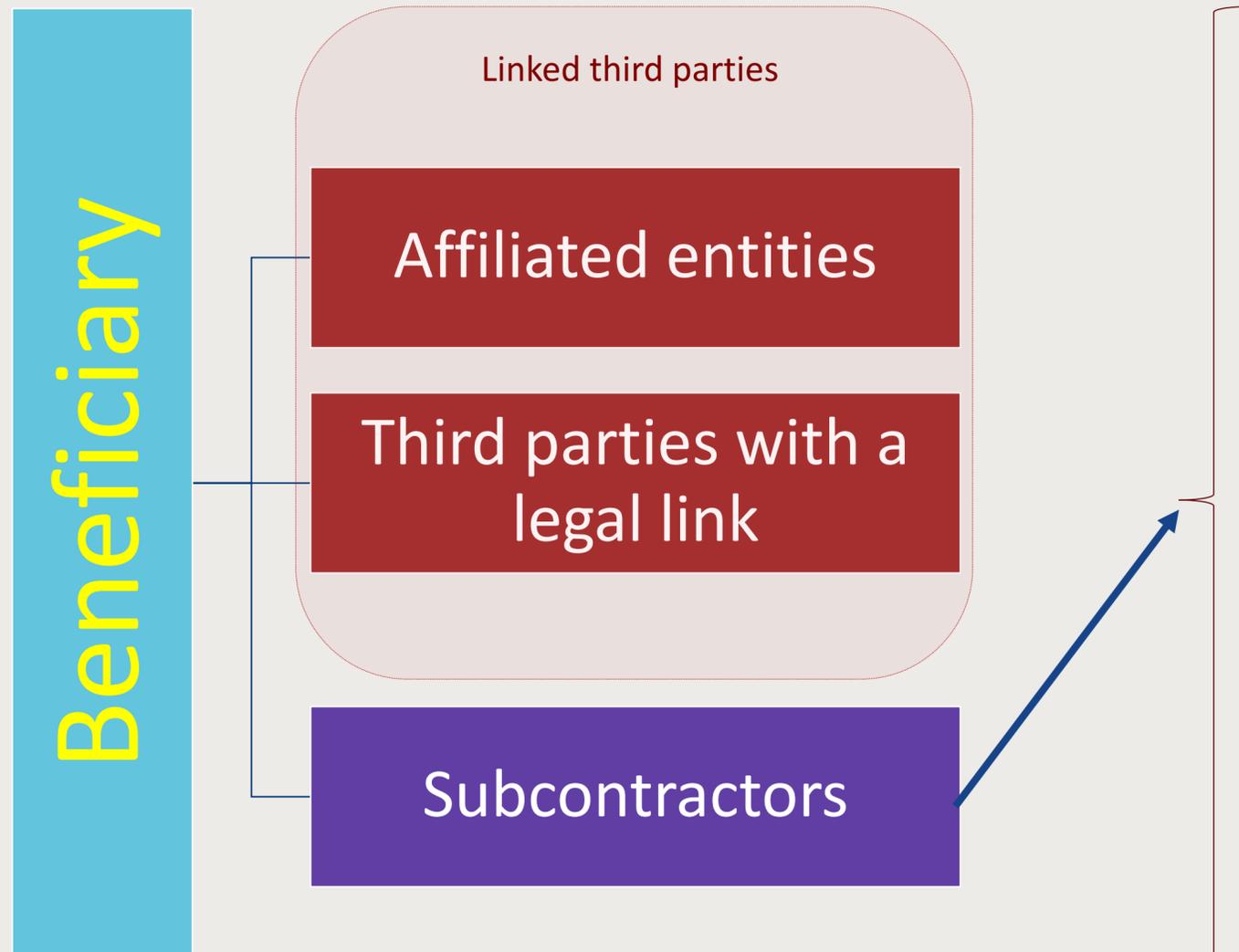


THIRD Party = Any party who have not signed the GA Accession Forms but are affiliated/contributing or (sub)-contracted....

Link with the Project	Legal Scenarios
Carry out project DoA core tasks <i>(«shall have the appropriate resources»)</i>	1. Beneficiary
Carry out project DoA tasks	2. Sub-contractor
	3. Linked Third Party (TP)
Give access to some resources (staff, lab, etc.)	4. Third Party providing in-kind contributions for free
	5. Third Party providing in-kind contributions against payment
Sell (lease) equipment, goods, supplies or services	6. Contractor



Third Parties Carrying out work in the Action

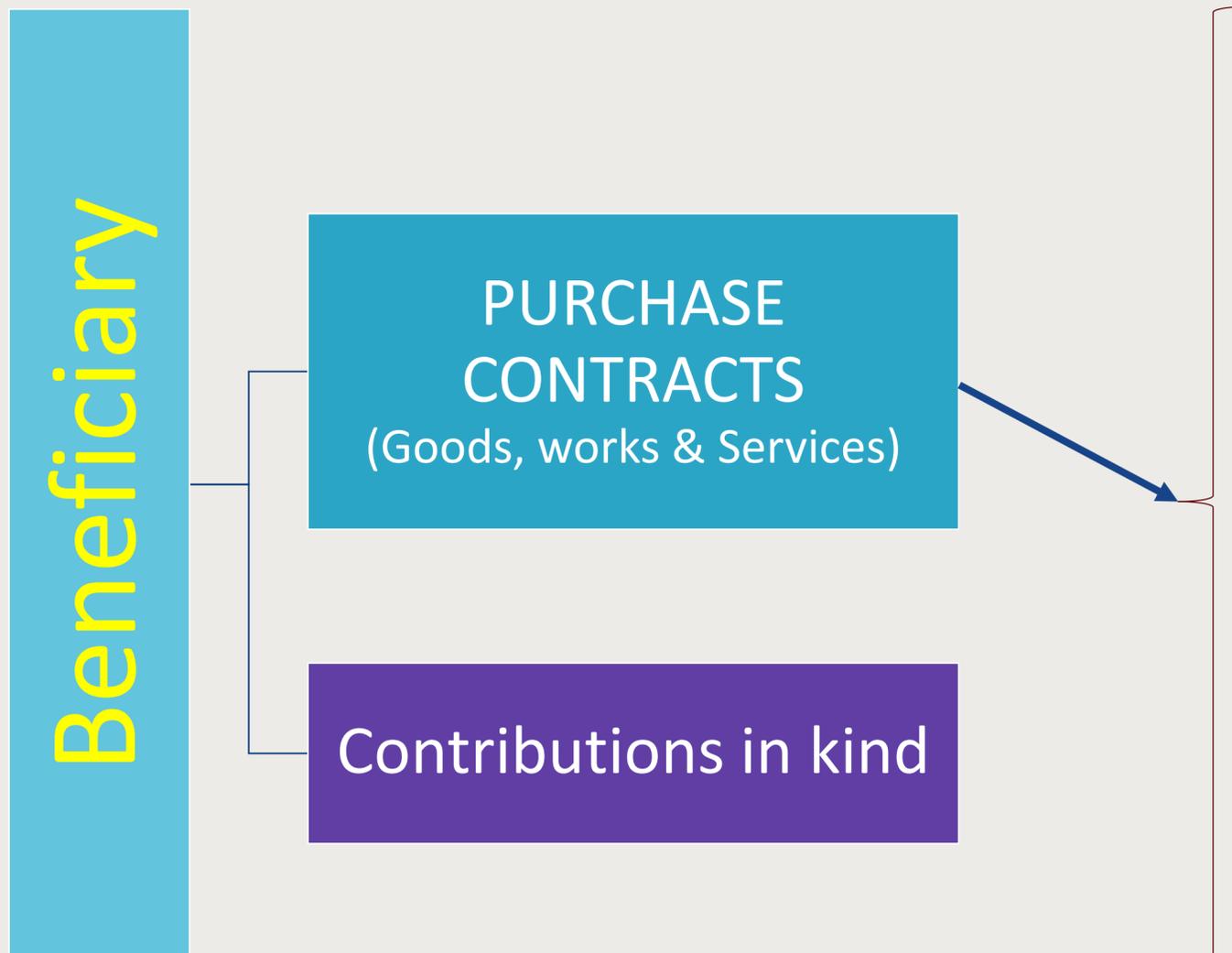


- Ensure Best Value for Money (BVFM) and avoid any conflict of interests (CoI).
- MANAGEMENT tasks cannot be subcontracted by the Coordinator!
- Estimated costs and tasks must be identified in the budget and Annex 1
- If not identified in Annex 1, FCH JU *may* approve unforeseen sub-contracts (BUT : beneficiary bears the risk of rejection) => consult FCH in advance



Contractors: necessary for implementing tasks in the project

For more information, see GA article 10: Contracts and Art. 13: Subcontracts



- Ensure best value for money (BVFM) and avoid any conflict of interests (COI) as the 2 eligibility criteria.
 - Framework contracts or affiliate companies, insufficient as basis: only if it complies with BVFM!
 - Contracts between beneficiaries NOT allowed ! Beneficiary who provides the goods/ services should charge costs of providing, not the price
 - Depreciation and percentage of use of the equipment purchased.
- => A Contractor does not carry out an Action task, but helps by providing to a beneficiary what is necessary for performing the Action Task.



RECEIPTS

No profit to be generated from the GA activities



Income generated
by the action
(except for action's
results)

Income generated
from the sale of
assets purchased in
the GA

In-kind
contributions:
-specifically for the
action
-received free of
charge

Financial
contributions
specifically assigned
by the donors to
finance the eligible
costs



**No-profit rule applied at
project level, not per
beneficiary!**

**Receipts to be mentioned &
reported:**

- ✓ in the DoA – section 3.5
- ✓ in the final reporting



• Audits of the Commission/FCH JU limited to 2 years after Payment of the balance

Coordinators' checklist:

- Are you a newcomer to the H2020 and how familiar are you with H2020 rules & AMGA as a resource?
- Did you incur any cost before the start of the project?
- Personnel costs
 - Do you keep time-sheets?
 - Do you apply 1720 hours standard (OPTION 1) for productive hours calculation?
 - Do you have all contracts with physical persons only? (! In-house consultants !)
- Other direct costs
 - Can you demonstrate / justify best value for money & no conflict of interest -> esp. for purchases b/n entities within the same group?
 - Are you familiar with your depreciation policy? Are you aware that in general only depreciation costs of the equipment are allowed?
- Subcontracting
 - Do you know what tasks you will need to sub -contract & Estimated amounts ?
 - What are your procurement rules for such amounts & how do you plan to select the sub-contractor(s)?

You may not, under any circumstances, sub-contract to a project partner

Common Errors & FCH JU Advice

In case of any doubt, contact FCH to consult in advance



- For details on Common Errors, please consult FCH H2020 Financial workshop presentations at <http://www.fch.europa.eu/page/h2020-financial-workshops>
- Costs to be actual + identifiable & verifiable (GA eligibility criteria)
 - Actual = real and not estimated or budgeted
 - Identifiable and verifiable = recorded, measurable and directly related.
- Costs considered as indirect costs in your accounts (e.g. overheads distributed with a repartition key) cannot be claimed as direct costs



Further useful information

Non-exhaustive list of useful links



- H2020 Online Manual http://ec.europa.eu/research/participants/docs/h2020-funding-guide/index_en.htm
- H2020 Online Manual – Grant Management http://ec.europa.eu/research/participants/docs/h2020-funding-guide/grants/grant-management_en.htm
- Annotated Grant Agreement http://ec.europa.eu/research/participants/data/ref/h2020/grants_manual/amga/h2020-amga_en.pdf
- FCH JU Coordinator day <http://fch.europa.eu/news/coordinators-day-2017-fch-ju>
 - Model Grant Agreement (MGA): legal and financial issues, audit
 - Knowledge management
 - Communication and dissemination
- FCH JU website <http://www.fch.europa.eu/>
 - Financial workshops, knowledge management, guidelines on communication, etc.



Key messages you must retain



- **Timesheets**
- **Best value for money**
- **Actual costs**





FUEL CELLS AND HYDROGEN JOINT UNDERTAKING

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