

Table1-2: Project Conceptualisation – Challenges and Best Practice Solutions.

Challenges	Best Practice Solutions
<p>Starting with an innovative project</p> <ul style="list-style-type: none"> • Hydrogen is a relatively new fuel in public transport, and its introduction poses challenges very similar to other innovative projects • While there is nothing exceptional in terms of project management when setting up and running a FCB project, such highly innovative activities require considerable resources. Many respondents mentioned that, in addition to finance issues, they did not have enough people and time for the project 	<p>Build a vision</p> <ul style="list-style-type: none"> • Communicate how your FCB project links to/supports a vision which includes local or national industries, community use for hydrogen and/or clean energy supply in general; this may have to start with very basic facts, such as battery electric buses (BEBs) being not the only zero-emission option and why FCBs can better fulfil local needs • Know and connect with the political agenda for low carbon vehicles at any or all of local, regional or national levels <p>People make hydrogen happen</p> <p>You will need:</p> <ul style="list-style-type: none"> • A committed Project Team consisting of knowledgeable and experienced staff • Effective, collaborative team work to develop the project and overcome challenges • Committed and well-informed organisational decision makers and elected officials
<p>Political/Legal environment can intervene</p> <ul style="list-style-type: none"> • The political/legal environment can adversely affect the project e.g. elected supporters can lose an election; complying with national laws can delay action 	<p>Know your context</p> <ul style="list-style-type: none"> • Avoid or mitigate against getting caught up in election cycles • Understand legal frameworks for tendering, contracting, safety permitting
<p>Preparatory work can be extensive</p> <ul style="list-style-type: none"> • Innovative projects mean a lot of information needs to be gathered and there are not a lot of templates available to follow • A key challenge is to understand and accept that there will be things you are unaware that you don't know, and that you cannot absorb and understand every piece of information when you, for example, read recommendations from an earlier project for the first time 	<p>FCBs and HRSs</p> <ul style="list-style-type: none"> • Find out as much as you can about FCBs and HRSs early in your project conceptualisation; re-visit resources regularly as questions arise • Be clear on the benefits of FCBs – but be equally honest about the costs and risks • Visit city sites where FCBs are in operation to obtain first-hand information • Attend workshops offered by ongoing projects to learn about experiences, challenges and solutions • Try to obtain written information in local language to forward to your stakeholders