

ASSISTANCE

Adapted situation awareneSS tools and tallored training curricula for increaSing capabiliTie and enhANcing the proteCtion of first respondErs



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Project management handbook

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¹ PU: Public; PP: Restricted to other programme participants (including the EC services); RE: Restricted to a group specified by the Consortium (including the EC services); CO: Confidential, only for members of the Consortium (including the EC services).

ASSISTANCE

Nowadays different FRs organizations cooperate together facing large and complex disasters, that in some cases can be amplified due to new threats such as, the climate change in case of natural disasters (e.g. big floods, large wild fires, etc) or the increase of radicalization in case of man-made disasters (e.g. arsonist that burn European forest, big combined terrorist attacks in European cities).

The impact of these kinds of large disasters could have disastrous consequences for the European Member States' regions and social wellbeing in general. On the other hand, each type of FRs organizations (e.g. medical emergency services, firefighters' departments, law enforcement teams, civil protection professionals, etc.) that work mitigating these kinds of events are exposed to unexpected dangers or new threats that can severely affect their personal integrity.

Taking into account these facts, ASSISTANCE proposes a holistic solution that will adapt a well-tested SA application as a core of a wider SA platform, capable of offering different configuration modes for providing the tailored information outcome needed by each FR organization, while they work together mitigating the disaster (e.g. real time video and resources location for firefighters, evacuation routes status for emergency health services and so on).

With this solution ASSISTANCE will enhance the FRs SA during their mitigation activities through the integration of new paradigms, tools and technologies (e.g. drones/robots equipped with different sensors, robust communications capabilities, etc.) with the main objective of increasing both their protection and their efficiency.

On the other hand, ASSISTANCE also proposes to improve the FRs skills and capabilities through the establishment of a European advanced training network for FRs that will provide tailored training based on new learning approaches (e.g. virtual, mixed and/or augmented reality) adapted to each type of FRs organizations needs and the possibility of sharing virtual training environments, exchanging experiences and actuation procedures.

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Executive Summary

This Management Handbook is a practical guideline to facilitate the management of the project for all ASSISTANCE participants. It sets down and explains all contractual rules and management procedures. It also provides useful advices and management tools, which will help project participants to do what is required in due form and in due time. It has been prepared by the Universidad Politécnica de Valencia (UPVLC).

List of Authors

Organisation	Authors
UPVLC	Federico Carvajal, Manuel Esteve, Israel Pérez

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Acronyms

ASSISTANCE	Adapted situation awareneSS tools and tallored training curricula for increaSing capabiliTie and enhANcing the proteCtion of first respondErs
PC	Project Coordinator
D#.#	Deliverable number #.# (D1.1 deliverable 1 of work package 1)
DoA	Description of Action of the project
EC	European Commission
EU	European Union
GA	Grant Agreement
CA	Consortium Agreement
H2020	Horizon 2020 Programme for Research and Innovation
IPR	Intellectual Property Rights
M#	#the month of the project (M1=May 2019)
WP	Work Package
IPR	Intellectual Property Rights
PSC	Project Steering Committee
PIC	Project Implementation Committee
PSB	Project Security Board
AB	Advisory Board
TL	Task Leader
WPL	Work Package Leader

1. Project Information Repository

1.1. ASSISTANCE Working Space

The project has setup a private collaborative workspace developed by UPVLC: a secured file repository dedicated to ASSISTANCE available for each partner of the project. Details are given below.

This workspace will allow the secure exchange of documents among the different ASSISTANCE partners in compliance with the security rules applied to some of the project deliverables.

It is an open-source groupware software including many features, though the File Manager will be the most relevant one. UPVLC as one of the main experts in cyber security of the consortium will oversee the site security. The link to the ASSISTANCE repository is <https://git.services.satrd.es/ASSISTANCE/Repository>

The respective accounts for all partners are created and the participants have received notifications e-mails from the system administrator. New accounts for the project partners will be created as needed, including re-arrangement of the existing users.

Technical assistance is available on the Workspace in a dedicated section.

Anyone from partners' organisations who needs access to the management platform should send an e-mail to: fecarro@upvnet.upv.es. Invitations to the workspace are issued by the ASSISTANCE Project Coordinator organisation team – UPVLC.

The workspace of ASSISTANCE is used for internal access and document management:

- The groupware working space for the partners is only accessible with password.
- The working space will include at least the following sections:
 - Contractual documents – Grant Agreement, Consortium Agreement, etc.
 - Resources – actual information on usage of the resources.
 - Deliverables – completed, submitted, reviewed.
 - WP and task work spaces – to share and work collaboratively on respective documents, draft deliverables, concept papers, etc.
 - Dissemination material – to store and work together on dissemination items; e.g. papers, call for papers or workshops organisations.
 - Templates – to include deliverable and presentation templates, project and partners' logos, etc.

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- Meetings – with agendas and minutes from physical meetings, notes from audio conferences, action points agreed, etc.
- Coordination with standardization organizations.
- Coordination with other related and relevant projects.

The working space structure will be extended as needed by the project consortium and individual partners for their work in the project as well as to serve as file sharing platform among the consortium members. UPVLC team will act as the administrative body of the server, however any partner can request resources on demand.

1.2. Code Development

Rules for the development of code and software will be specified within WP3, WP4, WP5 and WP6. The repository server will be able to include links to SVN repositories for versioning management as required and defined by the WPs.

2. ASSISTANCE Management Structure and Procedures

The general purpose of the project management is strategic control of each WP, implying coordination of the different project activities and implementation of quality control mechanisms with appropriate project standards. Project management will cover financial, administrative, scientific and knowledge & innovation aspects.

The main goal is to ensure that the project will reach its objectives, in the scheduled time, and will making an adequate use of the budgeted resources, while complying with EC regulations and procedures. Moreover, a further goal of the project management is to achieve higher objectives than initially planned and/or reshape the Work Plan based on new future conditions today not predictable and set forth by major future changes in the technological domain. Above the technical management of individual WPs, an appropriate management framework linking together all project components and maintaining communication with the European Commission will be set up.

A collaborative project requires efficient and flexible management procedures as well as a well-structured project organisation, to ensure an adequate division of responsibilities among partners, precisely defined decision-making and self-assessment processes, a proper information flow within the consortium, and a fluent communication with the EC and the wider public. Project management activities include:

- coordination of the technical activities of the project at consortium level.
- overall legal, contractual, ethical, financial and administrative management of the consortium.
- preparing, updating and managing the CA between the participants.
- set-up and maintenance of a “On line Project Management Tool” for structured document repository and project communication with restricted access for project partners (see above).
- coordination of knowledge management and other innovation-related activities at consortium level.
- supervision of the promotion of gender equality in the project.
- Supervision of science and society issues related to the research activities conducted within the project.

The project management structure and procedures, described in the following sections, will be implemented in the scope of WP1. It is an extended version of the management procedures provided and included in section 3 of the Grant Agreement and in the Consortium Agreement. The partners participating in WP1 will provide necessary resources for all related activities.

2.1. Project Organization

The project Consortium Agreement (CA), signed by all project partners at the beginning of the project, formally defines the project governance, including rights and responsibilities of consortium members, working procedures of the project bodies and responsible individuals, as well as the project management procedures.

In order to reduce unnecessary management overhead, the ASSISTANCE project management implements a simple structure, where all discussions and related decisions are made at plenary level by consensus among all project partners. However, for the cases where formal project decisions are necessary, in accordance with the CA and H2020 rules, the project established a Project Steering Committee (PSC), as the highest decision making project body and a Project Implementation Committee (PIC), itself being a sub-set of the PSC, which is responsible for implementing and overseeing the project plan, as well as coordinating the technical work among the work packages. Table 1 presents the main activities and responsibilities of the project bodies.

The main responsibilities in the execution of the project coordination and management activities as well as project representation at large will be assumed by the Project Coordinator (PC).

The PC is an intermediary between European Commission and the ASSISTANCE project consortium, he is in charge of the general public project representation, and he is responsible for project controlling; delivery of the project results, reporting, handling the payments and accounts, and correct application of EC rules; supported by the corresponding bodies of its organisation (i.e. Universidad Politécnica de Valencia), that as a Spanish education entity has to comply with Spanish laws. The PC is in charge of the overall coordination project activities, ensuring that appropriate technical project outputs are being generated, milestones reached, deliverables timely produced, and also monitors external activities and events, which may have impact on the project, providing respective information to the consortium for further discussion. Prof. Manuel Esteve (UPVLC) will be the PC of ASSISTANCE project.

Table 1. ASSISTANCE Managing Bodies

Project Steering Committee (PSC)

Takes final decisions on the overall policy of the consortium, modifications or extensions of the CA or project objectives, and all project related financial issues; it is composed by one delegate from each partner and the PC, who will chair it. The PSC will meet at regular intervals as necessary for the proper conduct of the project, but not less than once a year. The procedures and rules for voting will be set out in detail in the CA. The PSC decisions should be reached unanimously. In cases where unanimous decisions are not possible, the majority vote will be applied. If no satisfactory solution can be achieved all decisions will be based on the CA detailed rules for conflict resolution.

Project Implementation Committee (PIC), composed by the PC and one member of each Project Partner. Some persons will have specific positions within the PIC: the Innovation Manager (Mr. Antonio Marqués (ETRA)) Exploitation and Business Manager (Mr. Jordi Arias, ETRA), the Quality and Risk Manager (Dr. Federico Carvajal (UPVLC)), the Dissemination Manager (Mr. Gontran Reboud (VAS)), the legal Advisor (Ms. Adriana Peduto (E_LEX)).

Among the typical working items of the PIC, we can highlight:

- Definition of a comprehensive and attainable strategy for completion of project objectives,
- Approval of project deliverables, and implementation of peer-review procedures if required,
- Assurance of technical consistency and maximum synergy between WP's,
- Creation of ad-hoc projects working groups if necessary,
- Self-assessment and definition of corresponding corrective actions, and
- First level of conflict resolution

Meets regularly 2-3 times per year and works continuously between the meetings. It will be chaired by the Project Coordinator. Decisions are taken by consensus or, if it is not possible, by qualified majority (two thirds), where all members have one vote. If the decision cannot be taken, the issue will be considered by the PSC.

Project work on the Work Package (WP) level will be done by all project partners involved in the WP and will be coordinated by respective WP leaders (WPL). Decisions on the WP level are made by consensus and if not possible by qualified majority principle (two thirds), where each WP partner has one vote. Each WPL will have the following tasks:

- Ensuring completion of WP activities and on time deliverables submission
- Coordinating activities within him/her WP in terms of use of resources
- Reviewing and approving all formal work package deliverables
- Managing risk within the work package and detecting potential deviations
- Formal and informal reporting on WP progress, quality and risk status to the PC.

The ASSISTANCE WP leaders are: WP1 – Project coordination, UPVLC. **Prof. Manuel Esteve (Project Coordinator)**

WP2 – User requirements, scenarios and system architecture, PIAP. **Mr Grzegorz Kowalski**

WP3 – Sensors Abstraction Service (SAS), ETRA. **Mr Antonio Marqués**

WP4 – Unmanned platforms & wearable sensors, PIAP. **Ms. Agnieszka Sprońska**

WP5 – Adapted SA capabilities and communications, UPVLC. **Dr. Israel Pérez, UPVLC**

WP6 – Advanced training network based on VR and AR, IFV. **Mr. Eric Didden, IFV**

WP7 – System demonstration and validation, AAHD. **Ms. Zeynep Sofuoglu**

WP8 – Gender, ethical, societal and legal issues, UC **Dr. Daniel Alvear**

WP9 – Dissemination and exploitation, VAS. **Mr. Gontran Reboud**

WP10 – Ethics Requirements, UPVLC. **Dr. Federico Carvajal**

However the responsible persons may change with time, and could be updated if requested by the different organisations

Work on the Task level is organised in the same way as at the WP level under coordination of respective Task leaders together with editors of particular project deliverables.

The Project Advisory Board is composed by 4 well qualified members: Dr. Aníbal Ollero, Firefighter Officer/Lieutenant-Colonel Jean-Marc Antonini, Colonel (Retired) Dominique Parisse and Dr. José Luis Torero

Project Security Board (PSB) is formed by one member of each ASSISTANCE's partner. The representative person The SBA will review and validate all the public (PU) deliverables before any publication on the project website. The Project Security Officer chairing the SBA is Inspector José Luís Tena, MIR-PN who coordinates and involve end-users in the project activities.

2.1.1. Project Management Office

The coordinator (UPVLC) will setup a Project Management Office at the beginning of the project. The Project Management Office will be headed by the Project Coordinator and will provide the necessary support for day-to-day project management. The day-to-day activities of the Project Management Office include the following:

- Supervising project management procedure, including project monitoring
- Collecting of all the required by this manual reports by the partners.
- Preparing all the report to the EC (based on the partner input).
- Supporting the Project Coordinator in the management of project activities.

A representative from a Project Management Office will attend the meetings of the Project Steering Committee and of the Project Implementation Committee and will issue the corresponding minutes.

2.1.2. Internal and External Information Flow

Information flows both vertically and horizontally within the project structure. The vertical flow of information to/from the Project Coordinator includes mainly the administrative issues, such as:

- Progress reporting for the Quarterly Management Report from all partners to the Project Coordinator, and the distribution of the consolidated reports back from the Project Coordinator to all partners.
- Minutes of the meetings of the Project Implementation Committee for the contractual and administrative execution and monitoring of the project.
- Minutes of the plenary meetings for the technical execution and technical monitoring of the project.
- Financial information for the Financial Statements and Payments.

The flow of technical information is generally more appropriate to a less formal and horizontal process. Details are exchanged between partners working in the same area through regular e-mail contact and during project meetings. Details are exchanged between partners working in different Work Packages, again by e-mail, but also during the PSC/PIC Meetings. In all cases the relevant Task Leader and / or Work Package

Leader is informed of the exchanges. In case of exchange of security protected data, the secure platform will be used.

The communication with the European Commission will be handled through the Project Coordinator. Progress reports regarding work performed are collected by the Project Coordinator and sent to the Project Officer. Deliverables are supplied to the Project Officer also via the Project Coordinator. The public deliverables are also published in the ASSISTANCE Website. Any material of a confidential nature supplied to the project remains strictly for the information of project participants and the European Commission. Such information cannot be forwarded to any other parties without explicit authorisation from the information owner.

Confidentiality and IPR issues between partners and associate partners are explicitly addressed in the Consortium Agreement.

2.2. Project meetings

Project meetings will be mainly held as plenary meeting events. They will accommodate meetings of various project bodies at different levels, in order to efficiently use time and resources. Meeting will be organised three to four times a year in accordance with the actual project needs. If necessary, individual meetings of groups (e.g. WP meetings) will be organised. ASSISTANCE considers the possibility of organising specific task forces to contribute to the specific needs of the project and accommodate meetings when needed.

These meetings are planned and scheduled in advance, mostly coinciding with crucial points within the project flow. These can be held at critical decision points in the project as much as in preparation of project review meetings. These meetings cover the whole consortium and the whole project and will provide time to exchange administrative information as well as inter- and intra- work package related technical issues.

As far as possible, and in order to limit expenditures and travels, the Project Implementation Committee will be held at the same time as the Project Steering Committee.

A long-term plan of plenary meetings will be made early in the project and communicated to all partners. For the first year of the project the project meetings will be associated with:

- M1 Kick-off meeting start of the project and kick-off of the first WPs.
- M7 Plenary meeting to be hosted by E-LEX in Rome in October (end of).

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All partners are required to attend plenary meetings. Each partner can be represented by one or more person, depending on the involvement in the tasks and activities discussed at the meeting.

Minutes of the meeting are prepared within 15 days. Project Coordinator is responsible for compiling the entire meeting minutes and recording general, project level, discussions and decisions, including these from PSC and PIC, whereas the WP leaders are responsible for providing minutes on the respective WP meetings. The minutes of the meetings will be distributed and made available on the ASSISTANCE repository server.

To ensure continuity of the project activities, audio conferences will be organised at all levels as appropriate (suggested timing is twice per month) depending on the current level of activities. PC is responsible for providing the audio gateway for the audioconference, although for specific events facilities provided by other partner will be used.

2.2.1. Preparation of project meeting

The participant that hosts each meeting is responsible for the organization and preparation of the meeting. This includes:

- Arranging a suitable location and necessary equipment for the meeting,
- Providing information to the rest of the participating partners with regards to preferred accommodation.

The organising chairman has the following responsibilities:

- Preparation and submission of proposed agenda and meeting objectives.
- Keeping the topics of discussion within reasonable time margins.
- Accomplishing with reasonable accuracy the time schedule.
- Dealing with all the main topics included in the agenda.
- Moderating interventions and assuring that every participant has the chance to express his / her opinion, regardless of experience, role and language fluency.
- Proposing breaks (scheduled or improvised) as necessary.
- The chairman for all Consortium Meeting is the Project Coordinator.
- Meeting agenda will be sent to the concerned participants at least one week before the meeting date.

2.2.2. Preparation of meeting minutes

Draft of Minutes of meetings will be posted on the project document repository for contribution by the participants. At about 15 working days after a meeting, the chairperson of this meeting will add his comments/changes and will save a final version on the project document repository. Comments to the final version of the minutes can be provided at most 5 working days after publication. If none comment is received, it will be automatically considered accepted.

2.3. Management Procedures

2.3.1. Conflict resolution

All participating project partners agreed on the following definition of a conflict: a conflict arises if the interests, opinions and the points of view of the single partners vary to such an extent that the contradictions cannot be solved by themselves. In this case it is important to solve the conflict rapidly and technically, as the fast resolution of conflicts and problems is crucial for efficient project progress.

The basic rule on making the project decisions is to achieve consensus among all involved project partners at all levels, where alternatively the defined voting principles can be applied if required. Nevertheless, it is possible that partners cannot always agree on matters, when a procedure for conflict resolution has to be applied. In principle, the conflict resolution will be carried out from lower to higher project levels (e.g. from task to WP level, from WP level to the project level – PIC and PSC), where the respective leading personalities will act as mediators. In the case of difficulties in solving a conflict, a dedicated working group will be set up by the PSC, in order to propose a solution. Any conflicts that cannot be resolved through these principles will be handled according to the dispute resolution defined in the Consortium Agreement.

Therefore, the procedure for conflict resolution to be used when a conflict arises is described below:

- **Extraordinary Task/Work Package Meeting:** all persons involved in the Task/Work Package must take part in the extraordinary task meeting.
- **Extraordinary PSC Meeting:** persons from each partner being responsible for the project progress participate to that meeting. Generally, conflicts should be solved in this project management meeting at the latest.

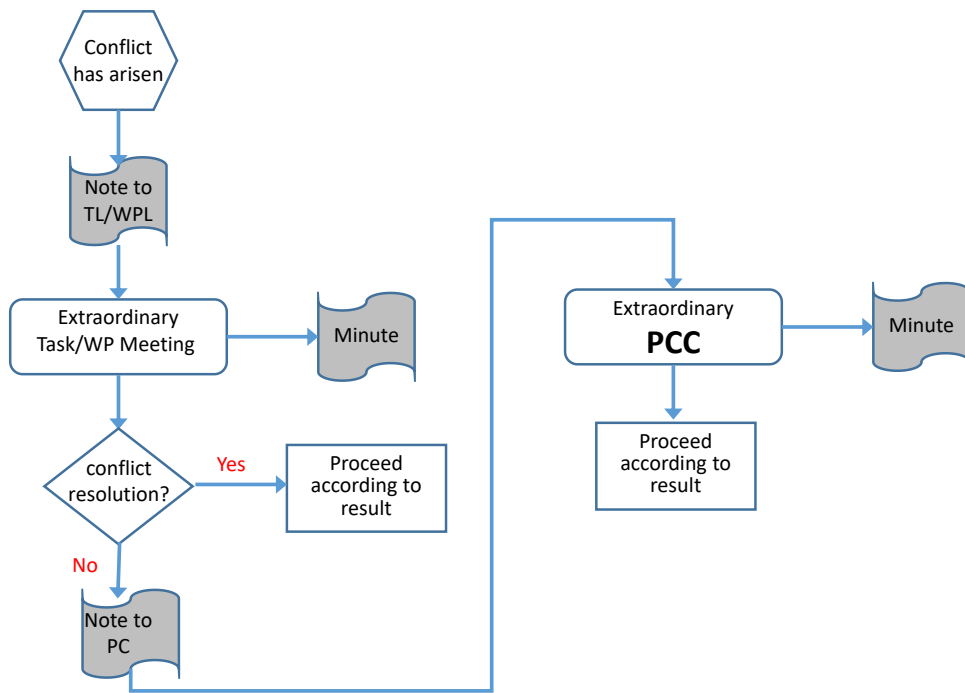


Figure 1: Conflict Resolution Process

2.3.2. Quality assurance

Quality assurance and control of ASSISTANCE will be carried out through self-assessment and review of the project planning, including fine work plan for the upcoming six months, will be regularly carried out by the PIC and discussed at every plenary project meeting, starting from the project kick-off, with all consortium members. Scheduling of the self-assessment cycles will be chosen in accordance with the project plan and timing of the main project milestones, but the assessments should be performed at least twice a year. Work done within WPs and tasks is continuously monitored and particularly checked during the self-assessment cycles by the PIC. If necessary, the PIC will act, usually in cooperation with the work packages and tasks leaders, by proposing necessary corrective actions and implementing respective changes in the project plan. The PSC will be consulted or directly involved in these activities, depending on nature and level of the needed work plan corrections.

Monitoring of all project activities, as a base for the self-assessment, is carried out in accordance with widely adopted iterative PDCA (Plan-Do-Check-Act) principle by considering all relevant project specifics and particularities of collaborative EU projects (Figure 2) and that has been incorporated to different ISO management standards.

The project controlling is carried out by considering various internal project factors, such as status of the project deliverables and milestones, work progress in general, status of the project resources. On the other hand, important impacts on the project could be caused by various external factors (e.g. changes in project relevant market and research

areas), which will be also regularly observed by the Project Coordinator, and the PIC, in particular the Quality Manager. If necessary, respective corrective actions can be proposed and implemented in accordance with the same principles.

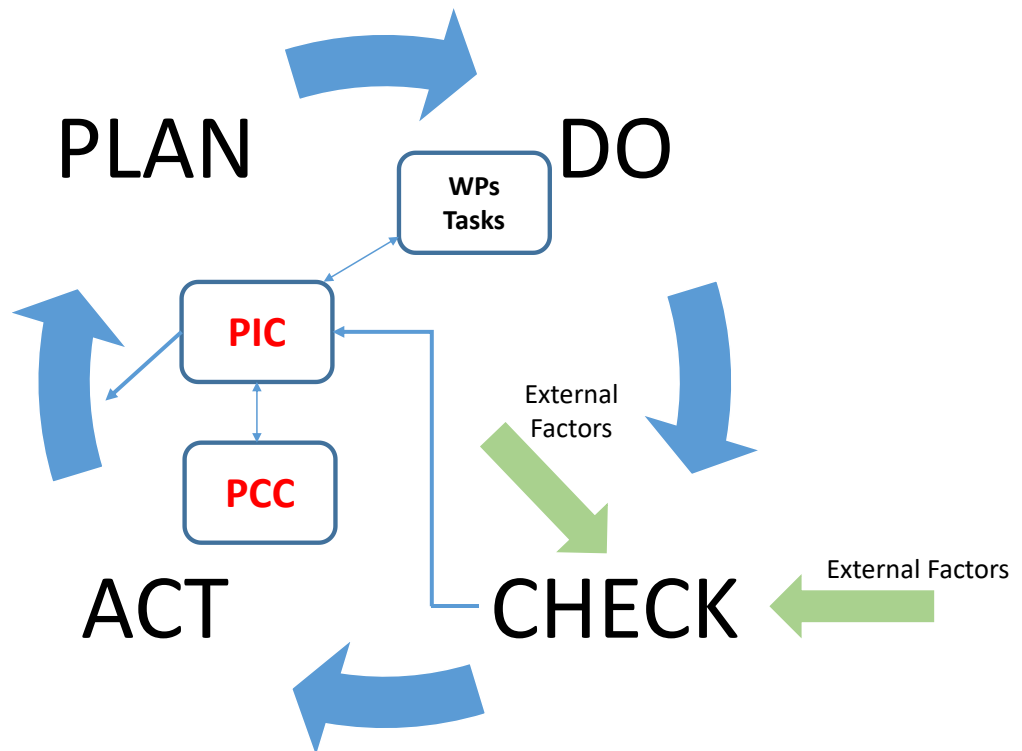


Figure 2: PDCA based project monitoring

2.3.3. Milestone accomplishment control procedure

The coordinator will establish a milestone accomplishment control procedure in order to ensure the correct accomplishment of all Project milestones on time.

At least one month before each milestone deadline, the partners involved in the correct accomplishment of each milestone will hold a milestone control telco for checking the work status. If there is a milestone deadline just after a scheduled plenary meeting the milestone status will be a point of discussion during the meeting.

2.3.4. Risk management

Risk management is a proactive process that is invoked to attempt to eliminate potential problems before they occur, and therefore increase the likelihood of success of the project. The goals of risk management are the following:

- Proactively assess what could go wrong with the project
- Determine which risks are important to deal with
- Implement strategies to deal with those risks

Dealing with risks is part of the management activities in the project. As for any innovative technology, ASSISTANCE is facing technical, organizational and business-related risks. With the use of risk management procedures, the project team can mitigate risks, which means it can take measures to reduce risks to a level that is acceptable to the project consortium. Such measures may take technical (to reduce the probability or impact of a risk occurring), as well as non-technical (to overcome technical limitations).

The project management approach presented, provides mechanisms to identify and resolve various potential project risks, which can be considered as particular, internal or external factors, ensuring efficient implementation of needed corrective actions. Even if is not possible to predict all possible risks, it is advisable to identify and assess a set of potential risks related to the project, so that the consortium is ready to quickly react and immediately perform corrective activities if required. The identified risks will be regularly reviewed in the scope of the self-assessment activities and internal project reviews, described above. In this respect, the general ASSISTANCE philosophy includes the following pillars:

- **Effective project management:** The management structures and procedures ensure that project management can closely supervise the delivery of the expected results. The ASSISTANCE Consortium is composed by organisations which have already successfully carried out several EU projects.
- **Contingency planning:** The work plan has been designed to allow for effective contingency planning in case of major risks. For every risk a strategy will be

developed considering the possibility to avoid the risk, the plan for reducing the probability of occurrence and in the case of materialisation of the risk, the plan for minimizing the impact on the project overall objectives and compromises.

- **Multiple loosely coupled objectives:** Finally, even if the goal of the project is to demonstrate the full operation of the ASSISTANCE framework, the remaining extensions and components can be decoupled and exploited independently.

The use of risk management procedures is very important. Without the use of risk management procedures, the project consortium can take insufficient steps to mitigate a risk and the consequences may include failure to meet the project objectives, commercial/financial harm to the project partners and project results users, loss of reputation and potential legal actions.

On the other hand, it is equally possible that the project consortium takes unnecessarily draconian steps to mitigate risks. The impact of such unnecessarily draconian steps may include incurring additional unnecessary management effort and from the technical point of view reducing system performance.

In order to ensure the success of the project, the consortium will pay special attention in identifying possible risks and preparing corresponding contingency plans. For this reason, the ASSISTANCE consortium will prepare the “Risk & Opportunities Register” (deliverable D2.3 due in month 6 of the project). This document will be developed by RISE and will integrate all risks/opportunities that ASSISTANCE partners may identify during the project life as well as possible risk mitigation measures.

2.3.5. Handling of deliverables

Project deliverables will provide the main results of the project and are a mean of technical and activity communication between the consortium and the European Commission and between the consortium and the general public. Deliverables may require an adequate handling in terms of quality, security and schedule. The deliverable is the official document containing the results of the respective activities and tasks in the project. This document, or whatever the required format will be, is to be submitted to the EC and to the reviewers. A template for the deliverables is provided on the ASSISTANCE internal repository server. The use of this template is mandatory for any Deliverable of type “Report”.

Project deliverables will be first agreed on respective task and WP levels and afterwards approved by the PIC and/or PSC, which could involve further internal deliverable reviewers if appropriate, before submission to the EC. Respective task and WP leaders including deliverable editors are responsible for security, quality and completeness of the deliverables.

Other project publications (e.g. papers for conferences) can be initiated by any consortium member with previous compulsory notification to the PSC. After agreement by the PSC a respective Task Group (e.g. group of authors), can be created to finalize the publication, which should be then approved in accordance with the rules defined by the Consortium Agreement.

The detailed deliverable review process is presented in Figure 3. Accordingly, the review process will start at the latest three weeks before submission deadline of the respective deliverable. However, in order to ensure a more efficient review process and correction of the deliverables in early stage of their creation, the reviewers will be continuously informed about status of the deliverables they are responsible for, so that related principle comments can already be made at this stage and corresponding corrective actions can be performed. In all the deliverables review processes a special attention will be paid to the document security (e.g encryption, secure storage) according to its security classification.

In the ASSISTANCE document repository, a list of agreed deliverable reviewers will be stored and, of course, updated later on as appropriate.

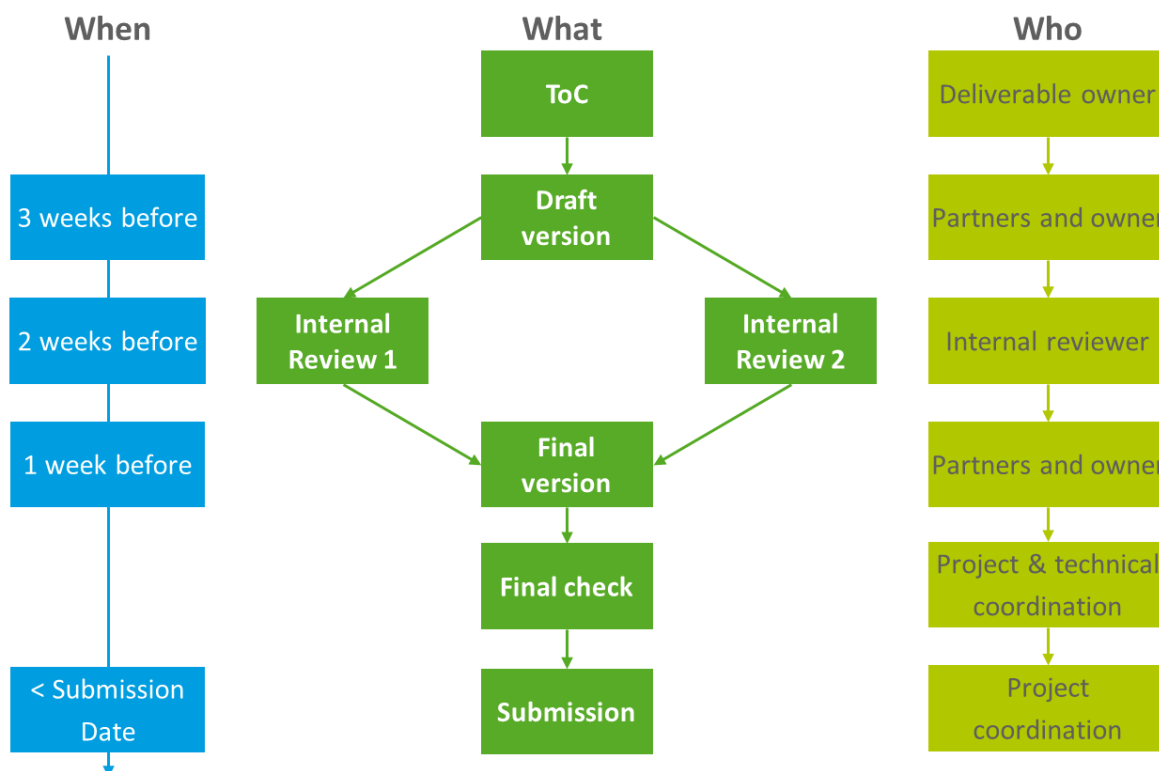


Figure 3: Deliverable review process

The key participants in the deliverable writing procedure and their tasks are the following:

- **Contributing partners** are expected to provide their contributions in the agreed format with the agreed content by the agreed deadline. In case they experience a delay, or cannot provide the expected and agreed content, they should flag this to the responsible editor immediately. The contributing partners are also in charge of revising their contributions according to the comments made in the project-internal review.
- **Responsible partner:** should appoint a responsible person as editor of the deliverable within their organisation. The responsible editor should organise the deliverable production process. The editor should propose an initial table of content and suggest distribution of contributions among partners, organise the discussion and agreement process concerning the overall scope of the document and its structure, the scope of the individual contributions expected and their schedule. The editor is responsible for keeping the timeline of the production. If there is any delay, the editor should immediately notify the respective WP leader and project coordinator. The editor is also responsible to ensure that the deliverable is produced in the agreed format adhering to the template specified by the project. In particular, the editor is responsible to ensure that the list of authors correctly captures all partners and individuals who contributed to the deliverable. Having the deliverable completed the responsible editor releases the deliverable to the WP leader.
- **WP leader** is responsible for monitoring and ensuring that the deliverable production process gets started, and overseeing its production. Should a deliverable need to be co-ordinated with other deliverables (within the same WP or across different WPs), the WP leader shall take an active role in ensuring the necessary coordination. In case of delays, the WP leader is responsible to co-ordinate a re-schedule in agreement with the editor, the co-ordinator and project management board. Having received the deliverable from the responsible editor the WP leader checks its quality and that it meets the expectations and contractual commitments.
- **Deliverable reviewer:** serves as the ultimate, final checkpoint of the deliverable, both content wise and also regarding its format. The reviewer should be available for a limited short time, just before the actual submission to check and review the deliverable. The reviewer should review the deliverable without delay. The reviewer(s) should check that the deliverable meets all contractual obligations and technical expectations, also in the context of the project as a whole. In case the review discovers any formal, or editorial issues or deficiencies regarding the content, it should immediately notify both the WP leader and the responsible editor to seek an improvement, fixing.

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- **Project Coordinator:** verifies the format of the deliverable and submits it to EC. The coordinator is the only contact with the EC regarding the submission of deliverables. All deliverables pass through the coordinator.

3. Communication

3.1. Coordinator address for mail delivery

Prof. Manuel Esteve
ASSISTANCE Project Coordinator
Universidad Politécnica de Valencia
Avda, de los Naranjos s/n
46022 Valencia (Spain)

All communications with the European Commission should be carried out through the Project Coordinator. The communication can be confidential or not confidential. When a partner wants to contact the European Commission for a non-confidential communication, this communication is made through the Project Coordinator and all other partners are informed. When a partner wants to contact the European Commission for a confidential communication, he must inform the Project Coordinator accordingly and the communication will not be mentioned to the other partners.

The ASSISTANCE repository contains detailed information about every partner in the project.

3.2. Mailing lists

All ASSISTANCE mailing lists will be established in the “@upvnet.upv.es” domain. For the time being, there are the following lists established:

- [ASSISTANCEproject@](mailto:ASSISTANCEproject@upvnet.upv.es) - where all persons involved in the project work are included and where further persons will be included on request from the respective project partners’ organisations – for the time being, it is the main project communication channel.
- [psc-ASSISTANCE@](mailto:psc-ASSISTANCE@upvnet.upv.es) – where the members of the PSC are included.

The following mailing lists will be made available soon:

- A mailing list for Financial and Administrative Issues
- A specific mailing list by WP

For dissemination purposes, a contact@ASSISTANCE.eu list will be established as first project contact point for wide public and linked on the project website.

The mailing lists will be updated regularly, including creation of new lists as required.

The mailing lists are maintained within UPVLC server infrastructure. Request for subscription to e-mail lists and their creation should be sent at fecarro@upvnet.upv.es

3.3. Audio bridge

ASSISTANCE consortium will use teleconferences in order to keep communication and avoid face-to-face meetings when possible. The audio-conferencing system used will be fixed and will depend on the number of partners to be connected. The connection details to the audio bridge will be communicated prior audio meetings.

Detailed information about the audio-conferencing tool will be distributed to the consortium.

4. Reporting

Besides the project periodic reports to the EC, as defined in WP1, the project will provide quarterly activity reports to the Project Officer. The activity reports will not include detailed information on resources and expenditures, if not formally requested by EC. However, an approximate summary of the use of resources will be provided.

4.1. Partner reporting

The reporting will be organised through a detailed document that will be submitted every three months to the repository server. This Internal Template to be completed by the consortium will be available on the Project Working Space at Month 2.

The reporting will be required on a quarterly basis – one week after the end of the quarter. The Work Summary Form, corresponding to a quarterly report is divided into four parts:

- **Part I:** In this part the performed activities and produced results shall be listed as short text statements for each WP the reporting organisation is involved. The information will be provided on a task basis. For each involved WP the worked effort in person months (PM) shall be indicated as total figures of all people working in that WP. Additionally, a specification of the people and individual efforts shall be given, if appropriate.
- **Part II:** A detailed information about the meetings attended, specified costs and people attending.
- **Part III:** Information about other costs, e.g. equipment; direct costs only (without overhead – indirect costs)
- **Part IV:** Information about the dissemination actions made by the partner.

After completing the form, it will be uploaded in the repository.

Each document should identify the quarter and year of the report, and the number and short name of the partner. The files should be stored in the repository in the corresponding directory. Each file should be stored with the corresponding name. Structure of the names of the files is: ASSISTANCE_QR1902_01_UPVLC.doc which indicates it is the quarterly report (QR) for Quarter 2 (2) 2019 (19) for partner P01 (01), Universidad Politécnica de Valencia (UPVLC).

These documents will be used to create the quarterly report to be submitted to the PO and additionally to follow up the execution of the project.

4.2. Periodic reporting to the EC

The ASSISTANCE Grant Agreement defines the following two reporting periods to the EC:

- After project month 22 (M22) and
- After project end (M36)

The periodic reports will be prepared by the Project Coordinator in accordance with corresponding EC rules/templates and requirements from the Project Officer. Mandatory contributions to the periodic reports are expected from all partners, in particular from WP and Task leaders.

The periodic reports also include costs statements (C forms) from all partners for the reporting period, which are prepared and submitted individually by the consortium members through the respective EC submission system.

The periodic report include project review meeting, for the corresponding period, organised by EC, where all project partners are expected to attend and contribute.

Additionally, on EC request, the consortium may have different technical reviews to monitor the execution of the project and control the activities performed.

4.3. Reporting on Milestones

Milestones are checkpoints during the course of the project, and they have been introduced to check the status of progress of the project. In some cases, these milestones also define crucial decision points in the project activities.

For each milestone, the PC has to write a short report to describe the explanation of requirements, challenges, solutions to reach the milestone and decisions taken. When the milestone is reached, the PIC confirms it and the Project Coordinator submits the milestone report to the European Commission as proof of the milestone achievement.

The complete list of milestones, WP associated, month of achievement and information associated to consider them accomplished is included in the Grant Agreement.

4.4. Corrective actions

Each Work Package Leader is responsible for monitoring the progress of the assigned Work Package. The Project Coordinator is responsible for monitoring the overall progress of the project, and together with the partners working on the Work Package; he is responsible for achieving the goals defined in the Work plan. Corrective Actions

should be taken in a bottom-up approach and should primarily be adopted within a Task or Work Package. Only problems that affect the interdependence of the Work Packages, or could affect the overall success of the project, should be dealt with on a project management basis.

The main concern of corrective actions on a project management basis is the quality and timeliness of milestones and project Deliverables.

- **Quality:** As a result of a review, a Deliverable can be classified as “no conform”. Non-conformity means a non-fulfilment of the requirements defined in the project. If only one WP is affected by the non-conformity, the WP Leader identifies all the items affected and the changes to be performed. The WP Leader also updates the work plan according to new activities needed for committing the changes required. If the non-conformity is beyond the scope of a unique WP, non-conformity management (items & changes identification, plan update) is of the Project Coordination Committee’s responsibility.
- **Timeliness:** Deviations from plan of formal project output are documented by the Project Coordinator. Based on each monitoring report the Project Coordinator decides whether an issue can be settled within a WP or whether interdependencies with other WPs are concerned. If only one WP is concerned, the WP Leader supplies an updated work plan for the WP, which substitutes the original plan. If the work of other WPs or the success of the whole project is endangered because of late or poor performance of a WP, the Project Coordinator immediately informs the General Assembly Committee. The General Assembly elaborates an updated project-plan. Only in severe occasions, the decision is transferred to the General Assembly. This is the case if changes are contentious, when no consensus can be reached or when they involve major changes in the directions of the project.

Annex A: Reporting Template

ASSISTANCE Quarterly Report

Quarter Q2 2019

Partner:

01-UPVLC

*(Please insert spent **estimation** of P-M + one line per **active task** (where you have effort planned), and **estimation** of amount of "other expenses") - do not forget to update the file name in footer*

Workpackage / Task	P-M	Work performed
WP2 – Project Coordination		
Task 1.1 Project Management		
Task 1.2 Administrative and financial management		
Task 1.3 End Users Group Coordination		
Task 1.4 Risk and Opportunities Management and quality assurance		
Task 1.5 Innovation Management		
WP2 User Requirements, Scenarios & System Architecture		
Task 2.1 First Responders Situation awareness tools State of the Art		
Task 2.2 User Requirement Gathering, Analysis and Tracking		
Task 2.3 Reference Scenarios, Pilot Operations Specifications and KPIs		
Task 2.4 System and Network Architecture Design		
WP3 Sensors Abstraction Service (SAS)		
Task 3.1 Sensor Abstraction Service Adapted Interfaces Definition.		
Task 3.2 Sensor Abstraction Service Adapted Interfaces Implementation		
Task 3.3 Robust Mobile Communications		
WP4 Unmanned Platforms & Wearable Sensors		
Task 4.1 Unmanned Platforms Selection & Adaptation		
Task 4.2 UAV Management and sensors integration		
Task 4.3 Robots Management and sensors integration		
Task 4.4 Wearable Sensors Integration		
Task 4.5 Drones' advanced capabilities (Swarm management & Captor drones)		
Sub-Task 4.5.1 Captor UAVs/Drones for malevolent drones' neutralization		
Sub-Task 4.5.2 Ad-hoc network coverage using drones' swarm		
Task 4.6 Mission management		
WP5 Adapted Situation Awareness Capabilities & Communications		
Task 5.1 ASSISTANCE SA platform adaptation		
Task 5.2 SA advanced modules development		
Sub-Task 5.2.1 Augmented Video Fusion		
Sub-Task 5.2.2 CBRN Hazard Evolution		
Sub-Task 5.2.3 Damaged Assets Location		
Sub-Task 5.2.4 Portable SA platform		
Task 5.3 Robust Land Mobile Communications Infrastructure Development		

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Workpackage / Task	P-M	Work performed
Task 5.4 Advanced Modules, SAS & Communications Infrastructure Integration in ASSISTANCE SA Platform		
WP6 Advanced Training Network based on Virtual & Augmented Reality		
Task 6.1 Training methodology and evaluation criteria definition		
Task 6.2 Training curricula development and scheduling		
Task 6.3 Training scenarios selection and platform set up		
Task 6.4 Training network establishment and training pilots' evaluation		
WP7 System demonstration & validation		
Task 7.1 Validation plan		
Task 7.2 Integrated system test bed		
Task 7.3 Pilots demonstration		
Task T7.4 Data Analysis, Economical and Usability Evaluation		
WP8 Dissemination & exploitation		
Task 8.1 Project Ethical Monitoring		
Task 8.2 Privacy and Data Protection		
Task 8.3 Ethical issues and Fundamental Rights Accomplishment		
Task 8.4 Societal Aspects.		
Task 8.5 Gender Dimension		
WP9 Dissemination & exploitation		
Task 9.1 Exploitation and IP Management		
Task 9.2: Dissemination and Communication of Project Results		
Task 9.3: Standardisation		
Task 9.4: PCP, PCI preparation and Business Plan application		
Total effort (P-M)		

Meetings attended			
Date (Start/End)	Meeting place	Persons attending	WP/Task/expected results/details

Other costs	(k€)	Other costs details
<i>Travels (k€)</i>		
<i>Equipment, material, others (k€)</i>		
Total "other costs" (k€)	0	

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Dissemination	
<i>Articles published, presentations at conferences, TV broadcasts etc.</i>	
<i>Web Sites</i>	
<i>Other important information: Patent applications, guidelines standards, PhDs....</i>	