

# D5.1 EXIGENCE PROJECT HANDBOOK

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## 1 INTRODUCTION

The Project Handbook documents the selected approach for implementing the project goals. It also highlights the key controlling processes to be used, the project policies and rules, and the overall management approach.

The Project Handbook is an important document since it defines the planning outputs (i.e. it defines the plans necessary for managing the project and to what extent they should be customised or/and tailored).

The Project Handbook becomes the basis for managing the project throughout its lifecycle and is an important point of reference for all project members and stakeholders. The Project Handbook is kept up to date throughout the project's life.

EXIGENCE adopts the PM<sup>2</sup> Project Management Methodology<sup>1</sup> developed by the European Commission. This handbook is based on the PM<sup>2</sup> artefact Project Handbook.

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<sup>1</sup> [https://pm2.europa.eu/index\\_en](https://pm2.europa.eu/index_en)

## 2 PROJECT OVERVIEW

### 2.1 PROJECT OBJECTIVES

EXIGENCE is committed to reducing ICT service delivery's overall energy consumption and carbon footprint.

Contrary to existing approaches, which address individual domains, EXIGENCE takes on the behemoth by improving the energy consumption and considering the type of energy sources used by not only the individual tenants in each heterogeneous domain of the ICT value chain but the energy/carbon footprint of the entire ICT ecosystem.

The project will conceive a system and define suitable metrics and inter-domain data exposure means for assessing end-to-end ICT service delivery. The insights from this work will be formulated as pivotal sustainability requirements and brought into authoritative standardization bodies (3GPP and ETSI) to shape the emerging next-generation mobile system (6G).

We conceive a functional architecture encompassing all stakeholders and translate this into suitable interfaces, metrics and mechanisms to enable energy metering during service delivery at each tenant level and aggregate these readings into an overall ICT service energy metric, which we make available to all participants. We provide suitable optimisation techniques for each individual tenant. We devise incentive-compatible user involvement mechanisms to further improve energy efficiency during the end-to-end ICT service delivery. Overall, EXIGENCE commits to reducing the energy consumption/carbon footprint of ICT services by a factor of three for typical services (e.g., video streaming), by a factor of five for challenging services (e.g., NPN), and bringing the CO<sub>2</sub>e to Zero for some realistic use cases that will be studied in the project.

With a prototype of the conceived system, we validate the developed solutions to demonstrate the achieved improvements. The outcomes and insights derived from the project will be disseminated at suitable venues and further used to influence the burgeon of the 6G system with participation in relevant standardisation efforts.

**EXIGENCE INTEGRATES MEASUREMENT, OPTIMISATION AND INCENTIVISATION TO CONTRIBUTE TO REDUCE OVERALL ENERGY CONSUMPTION AND CO<sub>2</sub>E OF ICT SERVICES WHEN PROVIDED BY EXPECTED FUTURE ICT ECOSYSTEMS.**

EXIGENCE will pursue the following project objectives:

1. Project Objective 1 (PO1): Conception, design and prototype implementation of a system, to be validated at TRL 4, capable of reliably assessing energy consumption / carbon footprint equivalents (CO<sub>2</sub>e) of the use phase of an ICT service execution/provisioning over all involved domains, potentially of different tenants.

2. Project Objective 2 (PO2): Exploration, adaptation and conception of novel, incentive-compatible energy consumption/ carbon footprint reduction mechanisms, for both service providers and service users, resulting in the following end-to-end service level improvements:
  - Reduction of energy consumption/ carbon footprint by factor 3 for relatively simple use cases (e.g., video streaming, i.e., eMBB/best effort transport service with typical, low-SLA compute endpoint in a data centre),
  - Reduction of energy consumption/ carbon footprint by factor 5 for use cases with strict guarantees (e.g., PNI-NPN2 with both transport and compute services guaranteed at a high SLA),
  - Bringing CO<sub>2</sub>e to zero for some realistic deployment options of the considered use cases.
3. Project Objective 3 (PO3): Transformation of the obtained insights into requirements and suitable solutions for the most important, typical ICT domains and systems, to be brought into various SDOs in charge, in particular:
  - Requirements for 6G systems in the 3GPP, specifically 3GPP SA1;
  - Requirements and suitable solutions for interfaces, APIs and modules into ETSI.

## 2.2 CRITICAL SUCCESS FACTORS AND PROJECT MANAGEMENT OBJECTIVES

### Critical Success Factors

- **Interdisciplinary Collaboration and Integration**
  - Description: Given the diverse expertise across the 10-partner consortium, fostering effective interdisciplinary collaboration is essential. Integrating diverse expertise, technologies and methodologies to address the project's complex goals is crucial.
  - Impact on Objectives: Facilitates the pooling of expertise necessary for the innovative system conception and implementation, driving the project towards its ambitious energy and carbon footprint reduction goals.
- **Effective Stakeholder Engagement and Communication**
  - Description: Engaging with a broad range of stakeholders, including standardization bodies like 3GPP and ETSI, industry partners, and end-users, is critical. This ensures alignment with industry standards and user expectations.
  - Impact on Objectives: Promotes the adoption of project outputs in industry standards and ensures the solutions are user-centric and market-ready.
- **Robust Project Management and Coordination**
  - Description: Utilizing the PM<sup>2</sup> Project Management Methodology, robust coordination across the consortium partners is necessary. This involves clear role definition, responsibility allocation, and consistent monitoring and reporting.
  - Impact on Objectives: Ensures the project stays on track, within scope, time, and budget, facilitating the achievement of defined project objectives.
- **Innovation and Technological Excellence**



- Description: Emphasizing cutting-edge research and innovation in developing new energy measurement and optimization methodologies is key. Leveraging the latest technological advances will be critical.
- Impact on Objectives: Directly contributes to the project's core objective of developing a pioneering system for assessing and reducing the energy consumption and carbon footprint of ICT service delivery.
- **Compliance with Regulatory and Ethical Standards**
  - Description: Adhering to the highest standards of regulatory compliance and ethical considerations, especially in handling data and privacy concerns, is non-negotiable.
  - Impact on Objectives: Ensures the project's outputs are ethically sound and compliant with EU regulations, enhancing credibility and acceptance.
- **Effective Risk Management and Agility**
  - Description: Identifying, assessing, and mitigating risks promptly, and being agile in response to unforeseen challenges or changes in the project environment is crucial.
  - Impact on Objectives: Maintains project stability and progress, safeguarding against potential setbacks.
- **Dissemination and Influence on Standardization Bodies**
  - Description: Actively disseminating project results and engaging with standardization bodies to influence the development of 6G standards is essential for long-term impact.
  - Impact on Objectives: Ensures the project's findings are integrated into future ICT frameworks, amplifying its impact and relevance.

### Additional Project Management Objectives

Aligning with the PM<sup>2</sup> Mindsets, the EXIGENCE project sets forth additional project management objectives that resonate with these attitudes and behaviours. These objectives support our primary goals and enhance our project management practices, fostering a culture that aligns with the PM<sup>2</sup> Methodology.

1. Promoting PM<sup>2</sup> Best Practices and Methodology Flexibility
  - Objective: To rigorously apply PM<sup>2</sup> best practices while remaining flexible in our methodology to effectively serve the project's unique needs.
  - Approach: Regularly review and adapt project management processes to ensure they align with project goals and PM<sup>2</sup> guidelines.
  - PM<sup>2</sup> Mindsets: Applying PM<sup>2</sup> best practices (1) and recognizing that methodologies serve projects (2).
2. Outcomes-Oriented Project Management
  - Objective: To focus strongly on achieving impactful outcomes rather than just following preset plans.
  - Approach: Continuously align project activities with desired outcomes, and adjust plans as necessary to maximize value delivery.
  - PM<sup>2</sup> Mindsets: Keeping an outcomes orientation (3) and committing to delivering maximum value (4).

3. Cultivating Collaboration, Communication, and Accountability
  - Objective: To foster a project culture of paramount collaboration, clear communication, and accountability.
  - Approach: Encourage team collaboration, ensure transparent communication channels, and assign clear responsibilities.
  - PM<sup>2</sup> Mindsets: Promoting a collaborative culture and accountability (5).
4. Optimal Role Assignment and Conflict Management
  - Objective: To assign project roles based on suitability and expertise and effectively manage the balance of conflicting project demands.
  - Approach: Match roles with individual competencies and actively manage the balance between different project aspects.
  - PM<sup>2</sup> Mindsets: Assigning roles for project benefit (6) and balancing conflicting project elements (7).
5. Competency Development and Ethical Conduct
  - Objective: To invest in developing technical and behavioural competencies while upholding high ethical standards.
  - Approach: Provide training opportunities and promote ethical conduct in line with PM<sup>2</sup> guidelines.
  - PM<sup>2</sup> Mindsets: Developing competencies (8) and drawing inspiration from PM<sup>2</sup> ethics guidelines (11).
6. Stakeholder Involvement in Organisational Change
  - Objective: To involve stakeholders in the organisational changes needed to maximize project benefits.
  - Approach: Engage stakeholders in decision-making processes and ensure their needs and expectations are addressed.
  - PM<sup>2</sup> Mindsets: Involving stakeholders in organisational change (9).
7. Knowledge Sharing and Lessons Learned Management
  - Objective: To actively manage and share knowledge and lessons learned throughout the project lifecycle.
  - Approach: Document and disseminate lessons learned and encourage knowledge sharing among team members and stakeholders.
  - PM<sup>2</sup> Mindsets: Sharing knowledge and managing lessons learned (10).

## 2.3 PROJECT STAKEHOLDERS

This section briefly summarises the most important project stakeholders/users. The stakeholders are defined in more detail in section 6.

- **General Assembly (GA)**

The General Assembly is the decision-making body of the consortium. The General Assembly shall consist of one representative of each Partner.

- **Project Coordinator (PC)**

The Coordinator is the legal entity acting as the intermediary between the Parties and the Granting Authority. The Coordinator shall, in addition to its responsibilities as a Party, perform the tasks assigned to it as described in the Grant Agreement and this Consortium Agreement.

The Project Coordinator is Rita Campos, from F6S.

- **Technical Manager**

The Technical Manager cooperates closely with the project’s technical providers and Work Package Leaders and supports the Project Coordinator in ensuring that the scientific and technological objectives of the project are met with quality and on time.

The Technical Manager is Diego Lopez, from TID.

- **Work Package (WP) Leader**

The partner's representative is responsible for each project’s work package. The WP Leader organises the work within the work package, establishing connections among the tasks and ensuring the work package results are met with quality and on time. The following table indicates the work package leaders:

<b>Work Package</b>	<b>Leader</b>
<b>WP1 Requirements and Architecture</b>	Ewout Brandsma TNO
<b>WP2 Energy metering</b>	Rudolf Susnik ININ
<b>WP3 Energy usage reduction &amp; coordination</b>	Ramin Khalili HWDU
<b>WP4 Validation, dissemination, impact &amp; innovation</b>	Daniel Corujo ITAV
<b>WP5 Project Management</b>	Rita Campos F6S

- **Project Core Team**

The Project Core Team comprises the Work Package Leaders, the Project Coordinator and the Technical Manager. This team is responsible for leading the daily work of the project and has the responsibility to connect the work packages to ensure the project’s results and impact.

## 2.4 PROJECT DEPENDENCIES OR INTERRELATIONS

EXIGENCE is supported by the Smart Networks and Services Joint Undertaking. In this context, EXIGENCE will adhere to a written agreement based on the model endorsed by SNS JU to ensure the best possible coordination and a programmatic approach amongst all the SNS JU-funded actions to achieve the SNS JU Programme’s objectives.

This agreement sets a framework and covers areas where close cooperation and coordination is needed (e.g. sharing of information, management of outputs, common approaches towards standardisation, common communication and dissemination activities, links with regulatory and policy activities, contribution to the impact monitoring, access to results and background, etc.) and defines the rules for this cooperation (e.g. dispute settlement mechanisms, confidentiality arrangements, indemnification, etc).

This agreement creates a partnership between all participants of closed and ongoing SNS JU-funded actions, including actions funded under the same or different calls.

## 2.5 PROJECT CONSTRAINTS

EXIGENCE's constraints are clearly defined by its Grant Agreement, Consortium Agreement, the Horizon Europe Framework Programme and the 6G SNS Joint Undertaking.

The project's obvious triple constraint are:

- **Time:**
  - Project starting date: fixed date: 1 January 2024
  - Project end date: 30 June 2026
  - Project duration: 30 months
- **Cost:**
  - Total eligible costs: 4 232 242.50 EUR
  - Maximum grant amount: 3 984 130.75 EUR
- **Scope:**
  - Call: HORIZON-JU-SNS-2023
  - Topic: HORIZON-JU-SNS-2023-STREAM-B-01-01
  - Type of action: HORIZON JU Research and Innovation Actions

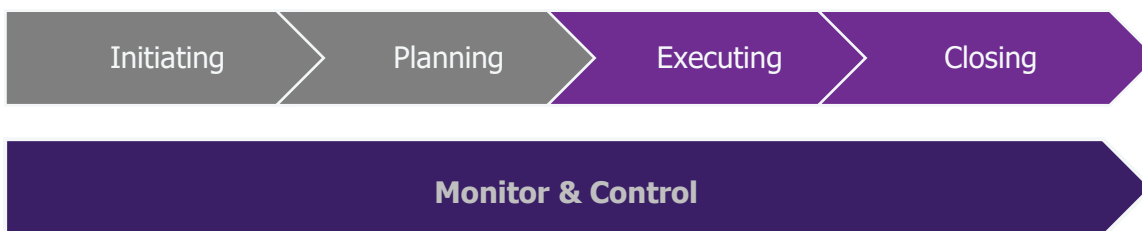
## 3 PROJECT APPROACH

### 3.1 PROJECT LIFECYCLE

After the signature of the Grant Agreement, the project management lifecycle includes the following phases:

- Executing
- Closing
- Monitor & Control

The initiating and planning phases were carried out during the proposal preparation and grant agreement preparation. However, some of the activities from the Planning phase, such as creating the handbook and the communications management plan are being done in the Executing phase.



During the **EXECUTING PHASE**, the project team produces the project deliverables (outputs) as outlined in the Project Work Plan. This is typically the stage of the project lifecycle that involves the most resources and requires the most monitoring.

The following activities are part of the Executing Phase:

- Running the Executing Kick-off Meeting.
- Creating the Project Handbook, which defines the project's management approach.
- Updating the Project Stakeholder Matrix, which identifies all project stakeholders.
- Creating other important plans such as the Communications Management Plan, the Transition Plan.
- and the Business Implementation Plan.
- Distributing information based on the Communications Management Plan.
- Performing Quality Assurance (QA) activities as defined in the Quality Management Plan
- Coordinating project, work people and resources, and resolving conflicts and issues.
- Producing the project deliverables in accordance with the project plans.
- Handing over the deliverables as described in the Deliverables Acceptance Plan.

The final phase of a PM<sup>2</sup> project is the **CLOSING PHASE**.

During a project's Closing Phase, the finished deliverables are officially transferred into the care, custody and control of the owners and the project is administratively closed. Information on overall project performance and Lessons Learned is captured in the Project-End Report. The Project Coordinator (PC) ensures that the deliverables produced are accepted, all project

documents are correctly filed and archived, and that all resources used by the project are formally released.

The following activities are part of the Closing Phase:

- Finalising all activities to formally close the project.
- Discussing the overall project experience and Lessons Learned with the project team.
- Documenting Lessons Learned and best practices for future projects.
- Closing the project administratively and archiving all project documents.

**MONITOR & CONTROL** activities run throughout the project’s lifecycle. During Monitor & Control, all work is observed from the point of view of the Project Coordinator (PC). Monitoring is about measuring ongoing activities and assessing project performance against project plans. Controlling is about identifying and taking corrective action to address deviations from plans and to address issues and risks.

### 3.2 PM<sup>2</sup> TAILORING – REQUIRED PROJECT DOCUMENTATION

EXIGENCE project management includes the following plans:

Artefact	Yes/No	Location
<b>Project Handbook (this document)</b>	Yes	
<b>Project Change Management Plan</b>	Yes	Appendix 1: Project Change Management Plan
<b>Risk Management Plan</b>	Yes	Appendix 2: Risk Management Plan
<b>Issue Management Plan</b>	Yes	Appendix 3: Issue Management Plan
<b>Communications Management Plan</b>	Yes	Appendix 4: Communications Management Plan

### 3.3 SPECIFIC PROJECT MANAGEMENT RULES

Establishing specific project management rules is a key component in ensuring the smooth execution and management of the EXIGENCE project. These rules, developed in alignment with the PM<sup>2</sup> methodology and mindset, our project’s critical success factors, and additional project management objectives, are designed to facilitate effective team interactions, communication, and collaboration. They reflect the collective understanding and agreement of how the project team will operate beyond the scope of standard methodology and templates.

#### 1. Stakeholder and Team Interaction Rules

- Rule 1: All team members and stakeholders should maintain respect and professionalism in all interactions, promoting a positive and inclusive working environment.
- Rule 2: Conflicts or disagreements should be addressed promptly and constructively, focusing on finding solutions that benefit the project’s objectives.

#### 2. Communication Guidelines

- Rule 3: Communication should be clear, concise, and targeted, ensuring that the right information reaches the appropriate stakeholders at the right time.

- Rule 4: All project communications should adhere to the principles of transparency and honesty, maintaining the integrity of project information.

### 3. Meeting Protocols

- Rule 5: Meetings should start and end on time, with a clear agenda circulated in advance and minutes shared post-meeting.
- Rule 6: Active participation in meetings is expected, with each member prepared to contribute to discussions and decision-making.

### 4. Collaboration and Knowledge Sharing

- Rule 7: Team members are encouraged to share knowledge and insights, contributing to a collective learning environment.
- Rule 8: The designated collaboration tools are mandatory for project-related work to ensure consistency and accessibility of project data.

### 5. Responsiveness and Accountability

- Rule 9: Team members should acknowledge and respond to communications within a specified timeframe, respecting project timelines.
- Rule 10: Accountability for tasks and deliverables is critical; members should take ownership of their responsibilities and report on progress regularly.

### 6. Adherence to Ethical and Sustainability Standards

- Rule 11: All project activities must adhere to high ethical standards and embody the project's commitment to sustainability.
- Rule 12: Environmental impact should be considered in all project decisions, promoting practices that align with the project's sustainability goals.

## 3.4 CONFLICT RESOLUTION AND ESCALATIONS

Typically, conflict can arise in any of the levels below:

- Within the Project Core Team;
- Within a specific domain (e.g. the IT Community);
- With the granting authority side or the user community;
- With a Contractor.

Conflicts are situations in which one or both parties perceive a threat. They are considered to be critical issues and can be raised by any of the project stakeholders. The Project Management team should proactively identify, log and raise such issues for resolution. When required, conflicts are discussed on the monthly Project Core Team Meetings or, if needed, escalated to the General Assembly (GA).

Conflict resolution activities are registered in the Issue Log, while conflict resolution decisions can be logged in the Decision Log.

The escalation procedure for this project is as following:

- Only issues/changes/risks with Very Low and Low impact can be approved by the Project Core Team (PCT). In this case, the Project Coordinator (PC) must always be informed and decisions are registered in the Decision Log;

- Issues/changes/risks with Medium impact are approved by the Managing Level (Project Coordinator) during the weekly Project Follow-up Meetings;
- Issues/changes/risks with High and very High impact are approved by the General Assembly (GA);
- When relevant, the General Assembly (GA) has extraordinary meetings for approving remediation actions related to urgent or very urgent issues with considerable impact or size.



## 4 PROJECT PROCESSES

This chapter describes the processes set in place to support the project's execution.

### 4.1 RISK MANAGEMENT

The project risk management process defines the activities to identify, assess, prioritise, manage and control risks that may affect the execution of the project and the achievement of its objectives. This is a four-step process:

- **Risk Identification:** risks are continuously identified throughout the project lifecycle by any project stakeholder and documented in the Risk Log (by any project team member).
- **Risk Assessment:** risks are assessed based on their likelihood of occurrence and the impact on project objectives. The product of their likelihood and impact defines the Risk Level which is then used as a reference for their prioritisation and risk response development.
- **Risk Response Development:** there are four strategies to be considered as risk responses: Avoid, Transfer, Reduce or Accept a risk. After the strategy for each risk has been selected, specific actions to implement the strategy will be defined, described, scheduled and assigned, while a Risk Owner assumes the responsibility for its implementation. These actions will be incorporated into the Project Work Plan.
- **Risk Control:** the Project Core Team Meetings are used to revise the status of risks and related actions, and to identify new risks. Risks will be revised monthly, but also after the occurrence of any significant event. If any of the identified risks occur, then the Project Coordinator (PC) will implement the contingency plans and communicate the issue to the General Assembly (GA).

### 4.2 ISSUE MANAGEMENT

The project issue management process defines the activities related to identifying, documenting, assessing, prioritizing, assigning, resolving and controlling issues. It is a four-step process that the Project Coordinator (PC) executes whenever required throughout the project lifecycle:

- **Issue Identification:** Issues can be identified by any project stakeholder throughout the project lifecycle, using different communication channels such as meetings, emails, and reports. The issues are registered in the Issue Log.
- **Issue Assessment and Action Recommendation:** a first informal assessment considers the category, impact, urgency and size of the issue, followed by a more detailed analysis to identify the root cause and recommend a solution. This information is documented in the Issue Log and used as input to the appropriate decision-makers (based on the escalation process). The decision is documented in the Decision Log.
- **Actions Implementation:** After issues are evaluated and the remediation actions approved, the Project Coordinator (PC) will incorporate these actions into the Project Work Plan and update project-related documentation such as project plans and logs.

- **Issue Control:** Project Core Team meetings will be performed monthly to revise the status of issues and related actions and identify new issues. Additionally, the Project Coordinator (PC) will report every two months the status of the major issues to the General Assembly (GA) and, when adequate, to other project stakeholders

#### 4.3 PROJECT CHANGE MANAGEMENT

The project change management process defines the activities related to identifying, documenting, assessing, approving, prioritising, planning and controlling changes, and communicating them to all relevant stakeholders. It is a five-step process that the Project Coordinator (PC) executes whenever required throughout the project lifecycle:

- **Change Identification:** a request for a change can be submitted formally via a Change Request Form, or can be identified and raised during meetings due to decisions, issues or risks. The Change Log contains information to identify the change, such as the requestor, a short description, identification date, etc.
- **Change Assessment and Action Recommendation:** the size and impact of the change on the project objectives are assessed where after a recommended action is documented by the Project Coordinator (PC) in the Change Log., This information is then used as input to the formal change approval by the appropriate decision-makers.
- **Change Approval:** the approval of a project change will follow the defined escalation process for this project. Changes that do not significantly impact delivery time and budget can be approved during the Project Core Team Meetings. Other changes (having a size L or XL) are approved by the General Assembly (GA). The decision details are documented in the Change Log.
- **Change Implementation:** the activities related to implementing approved changes will be documented in the Project Work Plan.
- **Change Control:** new or open changes will be identified/reassessed weekly during the Project Core Team Meetings and the Project Coordinator (PC) will then update the Change Log with the results of the analysis/review. For the Medium, High and Very High size changes, the Project Coordinator (PC) will report every two months their status to the General Assembly (GA) and, when adequate, to other project stakeholders.

#### 4.4 QUALITY MANAGEMENT

The project quality management process comprises all activities (related both to processes and deliverables) that will increase the ability to meet the project's expected results identified in the Project Charter. The process is comprised of five steps:

- **Define Quality Characteristics:** identify the objectives, approach, requirements, activities and responsibilities of the project's quality management process and how it will be implemented throughout the project. The Quality Review and Deliverables Acceptance Checklists are created during the Planning phase.
- **Perform Quality Assurance:** the quality assurance activities will be performed by evaluating the design of project controls, by confirming that they are implemented, and by assessing their operational effectiveness. These activities will consider the project quality objectives along with the project risks. Quality assurance activities will be performed by the Technical Manager (TM).

- Perform Quality Control:** the Quality Review Checklist will be used by the Project Coordinator (PC) and the Technical Manager (TM) for evaluating the quality control activities and to validate compliance with the plans in terms of scope, time, cost, quality, project organisation, communication, risks, contracts, and client satisfaction. Additionally, the Project Coordinator (PC) will summarize and document the Quality Review Checklist findings, their impact, recommendations, and any remediation/improvement actions. The project logs will then also be used to document related risks, issues, decisions and changes.
- Perform Deliverables Acceptance:** the Deliverables Acceptance Checklist supports monitoring the status of all activities pre-conditioned to the delivery of project outputs to the Granting Authority and their formal acceptance. Project deliverables are accepted if the acceptance activities are successfully performed and within the pre-specified tolerances. The project deliverables may be conditionally accepted even with a set of known issues, provided that these are documented and that there is a plan for addressing them.
- Perform Final Acceptance:** the Project Coordinator (PC) will report on project performance in the Project-End Review Meeting and develop the Project-End Report. The project documentation and records will be updated, reviewed and archived. The final acceptance is obtained from the Granting Authority, through the Project Acceptance Note, whereafter the project end is communicated to all relevant stakeholders.

#### 4.5 CONFIGURATION MANAGEMENT

The project configuration management procedure comprises identifying project configuration items (CIs), their attributes and status codes, establishing baselines, defining roles and responsibilities for authorised changes to CIs, and maintaining and controlling a project repository.

##### Storage of project management artefacts

The Project Coordinator (PC) will structure the project management artefacts according to the work plan, following the below folder convention:

- 01 Grant & Consortium Agreement
- 02 Visual Identity & Templates
- 03 Meetings
- 04 Work Packages

##### Naming convention of project management artefacts

The following artefact naming convention will be used:

Type	Naming Convention
<b>Deliverables</b>	<b>EXIGENCE-Dxx-DeliverableTitle-v(x.x)</b> Dxx as indicated in the GA without the "." Deliverable Title as indicated in the GA.
<b>Files related to meetings (e.g. agenda, minutes)</b>	<b>yyyymmdd-EXIGENCE-MeetingType-Artefact-v(xx)</b> MeetingType: PCTMeeting, GAMeeting, ReviewMeeting Artefact: Agenda, Minutes
<b>Other files</b>	<b>EXIGENCE-DocumentName-v(x.x)</b>

Type	Naming Convention
<b>Contributions, Comments and Reviews</b>	OriginalFileName-PartnerAcronym When one partner contributes to a document owned by another, they should just add their acronym to the file name

- (XX) (two numerical characters) unique artefact number within the folder indicating the artefact sequence.
- v(xx) indicates the artefact version. Version numbers like "0x" mean that the document hasn't been approved yet; minor changes will be reflected in the decimal (revisions number) and major changes (formal reviews) in the number.

### Versioning of project management artefacts

All project management artefacts are under version control, except for the project logs and checklists.

## 4.6 COMMUNICATIONS MANAGEMENT

The communications management process determines how to communicate most efficiently and effectively to the various stakeholders. It defines and documents the communication items' content, format, frequency, audience and expected results. It also defines how to communicate project status and the assignment of activities to the various stakeholders, and the communication strategy for each stakeholder, based on their interests, expectations and influence in the project.

The following project meetings will be organised:

Meeting	Chair	Frequency
<b>Executing Kick-off Meeting</b>	Project Coordinator (PC)	Once
<b>Project Core Team Meeting</b>	Project Coordinator (PC)	Monthly
<b>Project Progress Meeting</b>	WP/Task Leaders (WPL)	Ad Hoc
<b>General Assembly Meeting</b>	Project Coordinator (PC)	Every 2 months
<b>Interim Review Meeting</b>	Granting Authority	Once (~M14)
<b>Project-End Review Meeting</b>	Granting Authority	Once (~M32)

The following project reports will be delivered:

Report	Responsible	Frequency
<b>Project Status Summary</b>	Project Coordinator (PC)	With General Assembly Meetings
<b>Project Status Report</b>	Project Coordinator (PC)	Semesterly
<b>Project Periodic Report</b>	Project Coordinator (PC)	60 days after the end of each reporting period (M12, M30)
<b>Project Review Results</b>	Granting Authority (SNS)	After Review Meeting
<b>Project Final Report</b>	Project Coordinator (PC)	With Project Final Review

Other communication channels:

Channel	Purpose
<b>SharePoint</b>	A shared space for the project, including a document repository and some pages (e.g. milestones and deliverables list).
<b>Email</b>	The main communication channel between project stakeholders. The default channel for any official communication.
<b>Slack</b>	A platform of instant messaging for daily and fast communication among stakeholders.
<b>Funding &amp; Tenders Portal</b>	The Portal where EXIGENCE interacts with the Granting Authority, submitting deliverables, exchanging messages and receiving feedback.

#### 4.7 DOCUMENTS COLLABORATIVE PREPARATION

The partners will work collaboratively to produce the project's results, namely deliverables, reports, presentations and other material. The project keeps all its documents in a shared repository where the partners work collaboratively. The shared repository includes functionalities to track versioning and history of files.

Any document produced has an owner, or leader, who is the person responsible for it. The result leader manages this process, which consists of the following steps:

- **Document structure creation:** the document leader creates the first version of the document, delineating the table of contents;
- **Contributions assignment:** the stakeholders involved in the document discuss and agree on the table of contents, finalising the structure, assign the work among them, defining who is contributing to which section, and define the timeline;
- **Collaborative work:** the stakeholders involved in the document provide their contributions directly in the shared document, in the form of text, suggestions or comments, always using the track changes functionality;
- **New versions:** the document leader is the only one responsible for accepting or rejecting any changes to the document, resolving comments, or producing new versions of the document;
- **Final version:** the document leader is responsible for producing the final version of the document; in case of deliverables, this final version feeds into the acceptance management process (described in section 4.8 Deliverables Acceptance Management).

#### 4.8 DELIVERABLES ACCEPTANCE MANAGEMENT

The quality management process comprises activities related to the acceptance of deliverables to increase the ability to meet the acceptance criteria. The Grant Agreement defines the partner responsible for each deliverable, i.e. the Deliverable Leader. The Deliverable Leader is responsible for preparing the deliverable and demonstrating the expected results with adequate quality. EXIGENCE has assigned at least one interval reviewer to each deliverable, who is responsible for making a careful check ensuring it is aligned with the objectives and expected results.

The Deliverable Leader should finalise the deliverable four weeks before the deadline to allow the following activities:

This process consists of the following steps:

- **In-depth review:** the deliverable reviewer reads and analyses the deliverable, ensuring it is aligned with the project objectives, approach, expected results and resources available (as defined in the Grant Agreement, Project Handbook, Project Work Plan, and other relevant plans).
- **Technical Consistency Check:** The Technical Manager performs a consistency check to ensure the deliverable is aligned with the overall project work, objectives, and results.
- **Edit and formatting compliance:** The Project Coordinator (PC) ensures the deliverable complies with the project branding and visual identity, and uses the appropriate template and style guides.
- **Submit the deliverable:** If the previous activities are successfully performed, the Deliverable Leader provides the final version for the Project Coordinator (PC) to submit to the Granting Authority.
- **Perform Deliverables Acceptance (provisional/final):** obtain formal approval from the Granting Authority for each project deliverable. The provisional/final acceptance should be documented in the Review Report. The rejection of deliverables will follow the project issue management process. After the resolution of the issues, deliverables are re-tested and submitted again for approval.

#### 4.9 BUSINESS IMPLEMENTATION MANAGEMENT

The business implementation management process comprises the activities related to preparing and managing the changes to the partners that will occur because of the project. These changes support the adoption and exploitation of the project's results. This process consists of the following steps:

- **Identify Impact on Processes:** assess how the project will affect already existing business processes in the performing partners. Define the new business processes. Strive to disrupt normal business operations as little as possible during project implementation.
- **Identify Impact on People:** assess how the project will impact the people using the project's outputs. Consider resistance-to-change, communication, functional support, training, etc.
- **Identify Cultural Impact:** assess how the project will have an impact on the organisational culture. Consider individual or group behaviour, organisational practices or shared values.
- **Define Implementation Strategy:** define the communication strategy, promotional and other change activities that fall within the project's responsibilities and that will promote a smooth implementation of the project's outputs into the partners.
- **Define Change Activities:** define necessary change activities that support the implementation strategy. Consider project activities, change activities for the organisation and post-project change activities.

## 4.10 RESOURCE MANAGEMENT

### Training Needs

The purpose of this section is to document and track the training required for the project, capture project training records and document any waivers for required project training. This summary of project-specific training will also be used to bring new people on board to the project.

Note that the training needs to not refer to any user/stakeholder training on the final deliverables but rather only cover any training that members of the Project Team will need to be more effective in their project work. For example, training on the PM<sup>2</sup> Methodology may be deemed as necessary for the Project Coordinator (PC) and the Technical Manager (TM) or technical training for any technical Project Core Team (PCT) Members.

Training on project-specific procedures/methods/tools will be provided to the project team and any other groups the project interfaces with, as required. This training will be provided by or acquired by the Project Coordinator (PC).

The following training will be available for all project stakeholders:

- Project Management procedure, and
- Technical aspects of the project.

## 5 PROJECT PROGRESS MEASUREMENT

This section describes the approach, reports and checklists to measure the project progress.

### 5.1 PROJECT PROGRESS MEASURING APPROACH

The project progress will be measured in two perspectives: technical progress measured by milestones achievement, and resources progress, measured by costs and efforts spent.

#### Milestones tracking

EXIGENCE has a set of milestones identified in the Grant Agreement, where each has a lead partner and associated means of verification. The Work Package Leaders (WPL) monitor the progress of the work done and results achieved in their work packages. The milestone leaders are responsible for ensuring the timely achievement of the results associated with the milestone.

Tracking milestones includes the following steps:

- The milestone leader presents the means of verification and confirms the achievement of the milestone to the Work Package Leaders (WPL).
- The WPL reviews the materials specified as means of verification and confirms the achievement of the milestone.
- The WPL presents the milestone achievement in the Project Core Team (PCT) monthly meeting.

#### Resources tracking

Every six months, the Project Coordinator (PC) will collect information about efforts and money spent during the project, to monitor the expenditure, anticipate any problems and ensure compliance with the budget defined in the Grant Agreement.

Tracking resources includes the following steps:

- The Project Coordinator (PC) sends a spreadsheet to all partners, with the planned budget and the 6-month period for the partners to indicate efforts and costs spent;
- All the Partners fill in the file and send it to the Project Coordinator (PC);
- The Project Coordinator (PC) and the Project Support Team (PST) compile the values from the whole consortium to get an overview of budget expenditure;
- The Project Coordinator (PC) includes the overall budget expenditure in Project Status Report and presents it in the General Assembly Meeting.



## 5.2 PROJECT REPORTS

EXIGENCE has several reports to monitor its progress, as described in this section.

### 5.2.1 STATUS AND PROGRESS REPORTS

#### Project Status Summary

Every two months, the Project Coordinator (PC), supported by the Project Core Team (PCT) elaborates a brief status summary of the project, summarising the following information for each work package:

- Achievements of the last two months: a few bullet points highlighting the main activities and results done in the previous two months.
- Deliverables: status of active deliverables, expected contributions or reviews.
- Milestones: status, means of verification.
- Risks: identification of any risks and mitigation actions carried out or planned.

Each Work Package Leader provides the information for their work and the Project Coordinator (PC) compiles the information to present to each General Assembly (GA) meeting.

#### Project Status Report

Every six months, the Project Coordinator (PC), aided by the Project Support Team (PST) and Project Core Team (PCT) elaborates a more comprehensive Project Status Report.

The Project Status Report contains the following information:

- Overview: brief statement on the project status, including position in the overall timeline.
- Results of last six months: deliverables submitted and milestones achieved, summary of results achieved per work package and events where the project was presented.
- Budget Expenditure: overview of efforts and costs spent per partner in the last six months, and position related to the project budget.
- Interactions with the Granting Authority: meetings and contacts established between the Project Coordinator (PC) and the Granting Authority.
- Ongoing and future work: list of 3 priorities per work package for the next six months.
- Risks: identification of any risks that have or may occur and definition of mitigation actions to implement.
- Events: List of events where the project will participate in the next six months.

The Project Coordinator (PC) is responsible for collecting and compiling the information from all partners and the Work Package Leaders (WPL), to produce a comprehensive but brief report. The Project Coordinator (PC) will send the report to the General Assembly (GA) and present it in the General Assembly Meeting.

#### Project Periodic Report

EXIGENCE has two reporting periods defined in the Grant Agreement:

- RP1: M1 (January 2024) – M12 (December 2024)
- RP2: M13 (January 2025) – M30 (June 2026)

The Periodic Report is submitted through the EU Funding & Tenders Portal Grant Management System by the Project Coordinator (PC) within 60 days after the end of the reporting period.

The Report is divided into a technical and financial report.

- The Technical Report consists of 2 parts:
  - Part A contains structured tables with project information. Part A is generated by the IT system. It is based on the information the Project Coordinator (PC) and the Project Support Team (PST) enters into the Portal Continuous and Periodic Reporting modules.
  - Part B is a narrative description of the work carried out during the reporting period. Part B is uploaded as PDF on the Technical Report (Part B) screen, following a template made available by the Granting Authority. Part B will be elaborated by the Project Coordinator (PC), supported by the Project Support Team (PST), with contributions from the Work Package Leaders (WPL).
- The Financial Report is generated by the IT system on the basis of the financial information entered into the Periodic Reporting module (and any other documents uploaded, e.g. CFS). The Financial Report normally consists of:
  - the individual financial statements (Annex 4 to the Grant Agreement) for each Partner
  - a summary financial statement
  - a certificate on the financial statements (CFS) (if threshold reached).

The Project Coordinator (PC) submits the complete Project Periodic Report to the Granting Authority, which will analyse it, providing feedback in the Funding & Tenders Portal.

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#### 5.2.1.1 OTHER REPORTS

EXIGENCE has a set of deliverables specified in the Grant Agreement, which document the main results and outputs of the project. The work is realised in the scope of the project's tasks and work packages, led by the Task and Work Package Leaders. Each deliverable has a partner responsible, the Deliverable Leader, who is responsible for initiating, compiling and executing the deliverable in the planned time frame.

All deliverables will go through an internal quality check, including three phases:

- In-depth review by at least one internal reviewer, who is a consortium member not directly involved in the work done;
- Consistency check by the Technical Manager (TM); and
- Formatting check before submitting by the Project Coordinator (PC).

The Deliverable Leader send the final version of the deliverable to the Project Coordinator (PC), copying the associated Work Package Leader (WPL). The Project Coordinator (PC) uploads and submits the deliverable in the Funding & Tenders Portal.

### 5.3 PROJECT CHECKLISTS

The following checklists will be used in order to monitor and control the project:

- Project Periodic Report Checklist
- Review Meeting Checklist

## 6 PROJECT ROLES AND RESPONSIBILITIES

This chapter described the project roles and responsibilities, which are adapted from the PM<sup>2</sup> methodology, but aligned with the Grant and Consortium Agreements.

### 6.1 DESCRIPTION OF PROJECT ROLES AND RESPONSIBILITIES

In the following section, the roles of major players in a project are described alongside with the responsibilities, expectations, rights and duties of each participant in the project. The project roles have been adapted from PM<sup>2</sup> methodology, as described.

PM2 Methodology Role	EXIGENCE Role
<b>Project Owner (PO)</b>	Smart Networks and Services Joint Undertaking (SNS-JU)
<b>Business Manager (BM)</b>	Project Officer (PO)
<b>Solution Provider (SP)</b>	General Assembly (GA)
<b>Project Manager (PM)</b>	Project Coordinator (PC)
<b>Project Core Team (PCT)</b>	Project Core Team (PCT)
<b>Project Steering Committee (PSC)</b>	Project Steering Committee (PSC)
	WP Leader (WPL)
	Technical Manager (TM)
<b>Project Support Team (PST)</b>	Project Support Team (PST)
	Project Team (PT)

#### 6.1.1 PROJECT STAKEHOLDERS

The EXIGENCE stakeholders are described in this section using the following table template.

Description
Project stakeholders are people (or groups) who can affect or can be affected by both the activities performed during the life of a project, or/and by the project's output(s) and outcome(s). Stakeholders can be directly involved in a project's work, or can be members of other internal organisations, or even be external to the performing organisation (e.g. suppliers, users, EU citizens).
Responsibilities
<ul style="list-style-type: none"> <li>&lt;Describe the responsibilities for specific project stakeholder groups&gt;</li> </ul>

#### 6.1.2 PROJECT STEERING COMMITTEE (PSC)

Description
<p>The permanent members of the committee are:</p> <ul style="list-style-type: none"> <li>Project Officer (PO) who is a delegate of the Granting Authority, chairs the committee, is the key-decision maker, accountable for the success of the project and collaborates closely with the Project Coordinator (PC).</li> <li>Project Coordinator (PC) who assumes the overall accountability for the project deliverables and is responsible for the entire projects and its deliverables.</li> <li>General Assembly (GA) who includes one representative of each Partner.</li> </ul> <p>The optional members of the committee are:</p>

<ul style="list-style-type: none"> <li>• User Representatives (UR) who represents the interests of the users to the project.</li> <li>• Project Support Office (PSO) that administers PSC meetings and project documentation.</li> </ul>
<b>Responsibilities</b>
<ul style="list-style-type: none"> <li>• Champions the project and raises awareness at senior level.</li> <li>• Guides and promotes the successful execution of the project at a strategic level, keeping the project focused towards its objectives.</li> <li>• Ensures adherence to organisation policies and directions.</li> <li>• Provides high level monitoring and control of the project.</li> <li>• Authorises plan deviations, scope changes with high project impact and decides on recommendations.</li> <li>• Arbitrates on conflicts and negotiates solutions to escalated issues.</li> <li>• Drives and manages change in the organisation caused by the project.</li> <li>• Approves and signs-off the management artefacts regarding quality, delivery and closing.</li> </ul>

6.1.2.1 GRANTING AUTHORITY

<b>Description</b>
Is the key project decision maker and accountable for project success.
<b>Responsibilities</b>
<ul style="list-style-type: none"> <li>• Acts as the project champion promoting the success of the project.</li> <li>• Chairs the Project Steering Committee (PSC).</li> <li>• Provides leadership and strategic direction to the Project Officer (PO) and Project Coordinator (PC).</li> <li>• Sets the business objective and defines the Business Case for the project.</li> <li>• Owns the project risks and assures proper project outcomes are in-line with business objectives and priorities.</li> <li>• Mobilises the necessary resources for the project in accordance to the budget.</li> <li>• Monitors project progress regularly.</li> <li>• Coordinates resolution of issues and conflicts.</li> <li>• Ensures that the project outcome meets the business expectations.</li> <li>• Drives organisation change and monitors proper evolution and change implementation.</li> <li>• Approves and signs-off all key management milestone artefacts (Project Handbook, Project Management Plan, Business Implementation Plan, etc.).</li> </ul>

6.1.2.2 PROJECT OFFICER (PO)

<b>Description</b>
Represents the Granting Authority on a daily basis within the project and collaborates closely with the Project Coordinator (PC).
<b>Responsibilities</b>
<ul style="list-style-type: none"> <li>• Assists the Granting Authority on the specification of the project and the main business objectives.</li> <li>• Establishes and guarantees an efficient collaboration and communication channel with the Project Coordinator (PC).</li> <li>• Is responsible for the Project Initiation Request, Business Case and Business Implementation Plan.</li> <li>• Ensures that the products delivered by the project fulfil the user's need.</li> </ul>

- Manages the business side activities of the project and assures that the required business resources are made available.
- Devises the best track for business change or reengineering actions, when needed.
- Ensures that the business organisation is ready to accommodate the project's deliverables when made available by the provider organisation.
- Leads the implementation of the business changes within the user's DG.
- Coordinates the schedule and delivery of user training (and production of necessary user support material).

#### 6.1.2.3 PROJECT COORDINATOR (PC)

##### Description

Manages the project on a daily basis and is responsible for the qualitative product delivery within the imposed constraints.

##### Responsibilities

- Proposes and executes the project plans as approved by the Project Steering Committee (PSC).
- Daily manages and coordinates the Project Core Team (PCT) activities, making optimal use of the allocated resources.
- Ensures that project objectives are achieved within the quality, time, and cost objectives, taking preventive or corrective measures where necessary.
- Manages stakeholder's expectations.
- Is responsible to create all the management artefacts (except Project Initiation Request, Business Case and Business Implementation Plan) and proposes them for approval to the Granting Authority or the Project Steering Committee (PSC).
- Ensures a controlled evolution of products under version control, by implementing the Project Change Management Plan.
- Compares project actuals and expenditures to what was planned and reports project progress accordingly to the Project Steering Committee (PSC).
- Performs risk management for project-related risks.
- Escalates unresolvable project issues to the Project Steering Committee (PSC)
- Liaises between the Directing and Performing Layers of the project.

#### 6.1.2.4 GENERAL ASSEMBLY (GA)

##### Description

It consists of one representative of each Consortium Partner and is the consortium's decision-making body.

##### Responsibilities

- Manages stakeholder's expectations.
- Is responsible for creating all the management artefacts (except Project Initiation Request, Business Case and Business Implementation Plan) and proposing them for approval to the Granting Authority or the Project Steering Committee (PSC).
- Is responsible for making decisions related to content, finances and intellectual property rights of the project.
- Is responsible for the evolution of the consortium.
- Represents the interests of those designing, delivering, procuring, and implementing the project's deliverables.
- Assumes the overall accountability for project deliverables and services requested by the Granting Authority.
- Mobilises the required resources from the partners.

### 6.1.3 PROJECT CORE TEAM (PCT)

Description
Consists of the specialist roles responsible for the creation of the project deliverables. It includes the Work Package Leaders (WPL), the Project Coordinator (PC) and the Technical Manager (TM). It is defined by the General Assembly (GA).
Responsibilities
Under the coordination of the Project Coordinator (PC), the Project Core Team (PCT): <ul style="list-style-type: none"> <li>• Contributes to the elaboration of the project scope and the planning of the project activities.</li> <li>• Performs the project activities according to the project work plan and schedule.</li> <li>• Produces project deliverables.</li> <li>• Provides information to the Project Coordinator (PC) regarding the progress of activities.</li> <li>• Participates in project meetings as needed and contributes to the resolution of issues.</li> <li>• Participates in the Project-End Meeting to derive and document useful lessons learned for the organisation.</li> </ul>

#### 6.1.3.1 TECHNICAL MANAGER (TM)

Description
Leads the scientific work on the project, ensuring technical alignment and relevance.
Responsibilities
<ul style="list-style-type: none"> <li>• Collaborates closely with the Project Coordinator (PC).</li> <li>• Ensures quality and alignment of deliverables.</li> <li>• Contributes to ensuring that all work is performed on time and to the agreed standards and quality.</li> </ul>

#### 6.1.3.2 WORK PACKAGE LEADER (WPL)

Description
Leads the partners staff working on the project.
Responsibilities
<ul style="list-style-type: none"> <li>• Collaborates closely with the Project Coordinator (PC).</li> <li>• Plans, controls and reports on the production of deliverables.</li> <li>• Ensures that all work is performed on time and to the agreed standards and quality.</li> <li>• Guarantees the successful completion and delivery of the subcontracted activities.</li> </ul>

#### 6.1.3.3 PROJECT TEAM (PT)

Description
Group of the Project Managers and all other staff members from all partners working on the project.
Responsibilities
<ul style="list-style-type: none"> <li>• Collaborates closely with the Work Package Leaders (WPL).</li> <li>• Realises work following the project plan and directions from the Work Package and Task Leaders.</li> </ul>

### 6.1.4 PROJECT SUPPORT TEAM (PST)

Description
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Consists of the roles responsible for providing support to the project. The Project Support Team (PST) 's composition and structure depends on the project's size and is defined by the Project Coordinator (PC). The Project Support Team (PST) role may be assumed by team members, a specific team or be provided as horizontal services by the organisation.

**Responsibilities**

- Provides administrative support to the project.
- Defines requirements for reporting and communications.
- Administers the Project Steering Committee (PSC) meetings and produces consolidated reports.
- Supports the Project Coordinator (PC) in project planning, monitoring and controlling.
- Advises on project management tools and administrative services.
- Administers the project documentation (versioning, archiving, etc.).

6.1.4.1 PROJECT SUPPORT OFFICE (PSO)

**Description**

Supports the Project Coordinator (PC) and the Project Core Team (PCT).

**Responsibilities**

- Advises on project management tools, guidance and administrative services.
- Administers Project Steering Committee (PSC) meetings.
- Produces consolidated reporting to the Project Steering Committee (PSC).
- Manages internal communication.
- Establishes standards, tools, procedures and methods for use on the project.
- Administers Project Management aspects such as document change control, baseline of plans, etc.
- Can play the role of the custodian and guardian of all master copies of the project's products.

**6.2 CONSOLIDATED RESPONSIBILITIES ASSIGNMENT MATRIX (RAM/RASCI)**

The following table presents the project's RAM (Responsibility Assignment Matrix) / RASCI (Responsible, Accountable, Supports, Consulted, Informed) matrix.



<b>Planning</b>	<b>PSC</b>	<b>SNS</b>	<b>PO</b>	<b>PC</b>	<b>PCT</b>
Project Handbook	I	A	S	R	C
Project Stakeholder Matrix	I	A	S	R	C
Project Change Management Plan	I	A	C	R	I
Risk Management Plan	C	A	C	R	I
Issue Management Plan	I	A	C	R	C
Quality Management Plan	A	C	C	R	C
Communications Management Plan	I	A	S	R	C
<b>Executing</b>	<b>PSC</b>	<b>SMS</b>	<b>PO</b>	<b>PC</b>	<b>PCT</b>
Executing Kick-off Meeting	A	C	S/C	R	C
Project Coordination	I	A	S	R	I
Quality Assurance	I	I	S	A	R
Project Reporting	I	A	S/C	R	C
Information Distribution	I	A	C	R	C
<b>Monitor &amp; Control</b>	<b>PSC</b>	<b>SNS</b>	<b>PO</b>	<b>PC</b>	<b>PCT</b>
Monitor Project Performance	I	A	C	R	C
Control Schedule	I	A	C	R	C
Control Cost	I	A	C	R	C
Manage Stakeholders	I	A	S/C	R	I
Manage Requirements	I	A	C	R	S
Manage Project Changes	C	A	S	R	C
Manage Risks	C	A	S/C	R	C
Manage Issues & Decisions	I	A	S	R	C
Manage Quality	I	I	S/C	R	C
Manage Deliverables Acceptance	I	A	S	R	C
Manage Business Implementation	I	A	R	S	I
Manage Transition	A	C	C	R	C
Manage Outsourcing	C	C	C	R	I
<b>Closing</b>	<b>PSC</b>	<b>SNS</b>	<b>PO</b>	<b>PC</b>	<b>PCT</b>
Project-End Review Meeting	A	C	S	R	C
Project-End Report	A	C	S	R	C
Administrative Closure	C	A	C	R	I

# APPENDIXES

## 7 APPENDIX 1: PROJECT CHANGE MANAGEMENT PLAN

The purpose of this document is to define the Project Change Management process for this project. More specifically, this document:

- Describes the change management process to be used for the project;
- Defines the roles and responsibilities related to project change management;
- Specifies the methodology, standards, tools and techniques used to support project change management.

### 7.1 CHANGE MANAGEMENT OBJECTIVES

Project change management aims to bring transparency, accountability and traceability to all project changes implemented after the project scope and project plans have been baselined. It ensures that changes with a significant impact in any of the project dimensions (i.e. scope, time, cost, quality or risk) are properly assessed, agreed on and approved by the appropriate level of authority.

A project change can result e.g. from a scope change, a new requirement (quality,...), an identified issue, a preventive action to reduce the risk level, or from a decision taken to change any of project baselines (scheduling, staffing or budget).

Note that managing changes to configuration items (e.g. project artefacts and deliverables) is part of quality management and are therefore documented in the Quality Management Plan.

### 7.2 CHANGE MANAGEMENT PROCESS

The project change management process defines the activities related to identifying, documenting, assessing, approving, prioritising, planning and controlling changes, and communicating them to all relevant stakeholders.

The change management process for this project is a five step process and falls under the responsibilities of the Project Manager who should execute the process when required throughout the project lifecycle:

#### **Step 1: Change Identification**

The purpose of this step is to facilitate the identification and documentation of change requests to project baselines as scope, requirements, deliverables, resources, costs, timeframe or quality characteristics.

Changes can be requested (or identified and raised) throughout the project lifecycle by any Project Stakeholder. After receiving a change request, the Project Coordinator (PC) registers the requested change in the Change Log.

A request for a change can be submitted formally via a Change Request Form, or can be identified and raised during meetings as a result of decisions, issues or risks. The Change Log contains information to be fulfilled at this stage, such as the change identifier, the name of

the requestor, the date of identification, the change category (e.g. new requirement, issue or risk related, business, etc.), the change details and impact, and the status of the change.

### **Step 2: Change Assessment and Action Recommendation**

The purpose of this step is to assess a) whether this request is indeed a project change, b) to define the different options to meet this request, c) to assess the size of the identified change for each option defined in terms of the impact to the project objectives, quality, risk, schedule, cost and effort, and the contract with the contractor, and d) to decide on a priority for the implementation of that change request.

After this assessment, the recommended action will be detailed with the necessary steps, deliverables, cost, timescale and resources involved. Be aware that the recommended action may be to reject the requested change. This information will be documented by the Project Coordinator (PC) in the Change Log (the Change Request Form documents the original request) which is then used as an input to the formal change approval by the appropriate decision makers.

New changes can generate new risks, issues or quality requirements and therefore change assessment will include the assessment of current or new risks, issues and quality requirements. The design of the change implementation (action) will also impact cost, scheduling and resources assigned to the project, so all these dimensions will be assessed before change approval. Any changes to the Grant Agreement will need to involve the Grant Authority and follow an amendment process<sup>2</sup>. Any change to the grant agreement brings a considerable amount of administrative work that is costly and may delay the project.

### **Step 3: Change Approval**

The purpose of this step is to achieve a decision regarding the approval of the change, or the need to escalate it to the Granting Authority, i.e. submitting an amendment to the Grant Agreement. Any decisions about changes are made by the General Assembly of the project, which meets every two months. The project Handbook and the Consortium Agreement detail the rules for convening and documenting meetings and decisions of the General Assembly.

There are four possible decisions to be considered: Approve, Reject, Postpone, or Merge the change request. In case of changes to the Grant Agreement, the status refers to the decision to submit the associated amendment to the Granting Authority.

The decision details are documented in the Change Log. Key decisions may also be logged in the Decision log. If the change request needs further information or clarification, it returns to the "Change Assessment and Action Recommendation" step.

### **Step 4: Change Implementation**

For the approved or merged changes, the Project Coordinator (PC) will incorporate the actions related to these changes into the Project Work Plan and update project related documentation

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<sup>2</sup> [https://ec.europa.eu/info/funding-tenders/opportunities/docs/2021-2027/common/guidance/amendment-guide\\_en.pdf](https://ec.europa.eu/info/funding-tenders/opportunities/docs/2021-2027/common/guidance/amendment-guide_en.pdf)

such as project plans, logs and checklists, (e.g. Quality Management Plan, Risk Log, Issue Log, Decision Log, and Quality Review Checklist, if applicable).

**Step 5: Change Control**

The purpose of this step is to monitor and control project changes, to be able to easily communicate them to the several project decision layers, for approval or status updates. The Project Coordinator (PC) will collect any changes to the project or related actions and control the status of each change management activity.

Project follow-up meetings will be used to revise the status of changes and related actions, and to identify new changes. The Project Coordinator (PC) is responsible for updating the Change Log, which can include adding new changes, updating change status, updating effort estimation, modifying size and/or priority levels based on changes in project environment, etc.

Additionally, the Project Coordinator (PC) will report periodically (every two months) the status of project changes to the General Assembly (GA) and, when adequate, to other project stakeholders (as per the Communications Management Plan), e.g. to the Granting Authority (Project Progress Report).

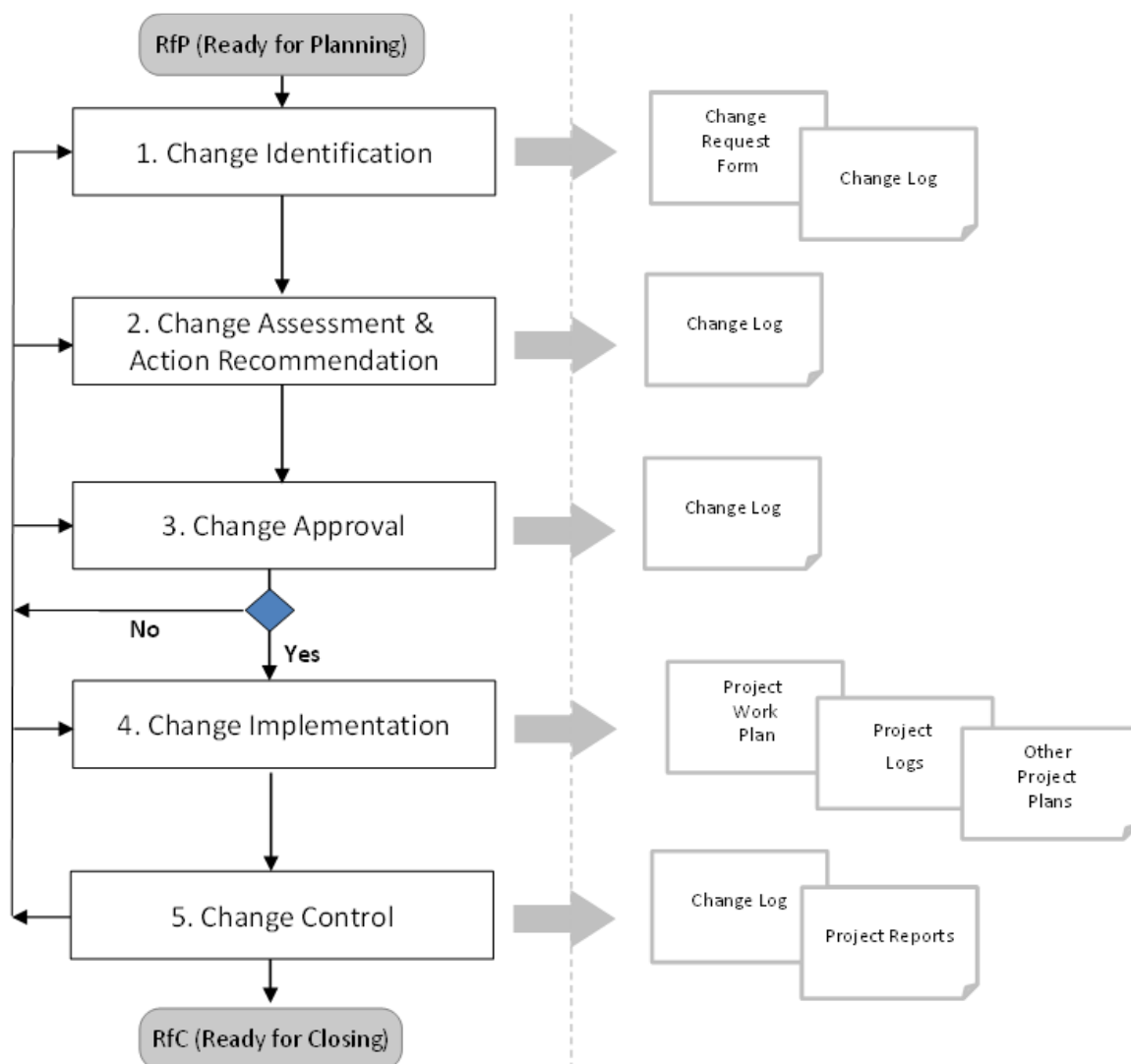


Figure 1: Project change management process.

**7.3 CHANGE MANAGEMENT ROLES AND RESPONSIBILITIES**

The main roles and responsibilities for the project change management process are:

**General Assembly (GA):** is consulted for the approval of the changes and bi-monthly informed of the status of changes. It can re-assess changes and modify priority, identify new changes, refine action approach and escalate change requests to other stakeholders.

**Granting Authority (SNS):** is accountable for all changes related activities and has the responsibility of approving or rejecting changes.

**Project Officer (PO):** is consulted for the assessment and approval of changes and to validate the recommended action steps, impact, and effort and time estimation, from a requester perspective.

**Project Coordinator (PC):** is responsible for managing, monitoring, controlling and reporting project changes and consolidating and documenting them in the project related documents. The PC can assign specific tasks to a Project Core Team (PCT) member or to another project stakeholder. The Change Log is reviewed weekly in the Project Follow-up Meetings and any new identified change or re-assessment of changes is communicated to the GA for approval.

**Project Core Team (PCT):** supports the Project Coordinator (PC) in the project change management related activities and identifies and assesses project changes throughout the project lifecycle.

The following RASCI table defines the responsibilities of those involved in project change management:

<b>RAM (RASCI)</b>	<b>GA</b>	<b>SNS</b>	<b>PO</b>	<b>PC</b>	<b>PCT</b>
Project Change Management Plan	C	I	I	R	S
Manage Project Changes	A	A	C	R	C

The contact details of each of the above stakeholders are documented in the Project Stakeholder Matrix.

**7.4 TOOLS AND TECHNIQUES**

The following techniques will be used for project change management:

- Impact Analysis.

The following tools will be used for project change management:

- Change Log;
- Change Request Form;

### 7.4.1 CHANGE LOG

The project Change Log has the following structure:

Change Log		
<b>Change Identification and Description</b>		
<b>ID</b>	The change identifier. It should be numbered sequentially.	
<b>Category</b>	Categorizes the changes into new requirement, issue or risk related, business improvement, etc.	
<b>Change Name</b>	A short name for the change to be used as a reference.	
<b>Change Description &amp; Details</b>	A description of the change details and consequences of doing nothing.	
<b>Status</b>	<p>The change status can be any of the following:</p> <p><b>Submitted:</b> this is the initial status. Use this while the change is being defined.</p> <p><b>Investigating:</b> use this to initiate an investigation. This will require an investigator to be selected and to initiate a task assignment.</p> <p><b>Waiting for Approval:</b> use this to initiate approval. Before doing this, make sure that the investigation is complete and that the estimations shown are correct.</p> <p><b>Approved:</b> this status is set when the approval process is successfully completed.</p> <p><b>Rejected:</b> this status is set when the approval process leads to rejection.</p> <p><b>Postponed:</b> this status is set for postponing the action indefinitely.</p> <p><b>Merged:</b> this status indicates that this change has been merged into some other change so it is no longer being actively handled. Merging is common when large numbers of changes are being used.</p> <p><b>Implemented:</b> this status indicates that this change is already updated in the Work Plan.</p>	
<b>Requested by</b>	The name of the person requesting the change.	
<b>Identification Date</b>	The date that the change has been raised.	
<b>Change Assessment and Action Description</b>		
<b>Action Details (effort &amp; responsible)</b>	Description of the recommended action, steps, deliverables, timescale, resources and effort involved.	
<b>Size</b>	<p>Change size represents the effort related to the change implementation.</p> <p>The possible values are: 5=Very high, 4=High, 3=Medium, 2=Low, 1=Very low</p>	
<b>Priority</b>	<p>A numeric value denoting the priority of the change.</p> <p>The possible values are: 5=Very high, 4=High, 3=Medium, 2=Low, 1=Very low</p>	
<b>Target Date</b>	The date that the project change is expected to be delivered.	
<b>Change Approval</b>		
<b>Approved by</b>	Person (or Committee) that approved the change.	

<b>Approval Date</b>	Date that the project change is approved.
<b>Escalation</b>	To be escalated to the Directing or Steering Layers: Yes or No.
<b>Change Implementation</b>	
<b>Actual Delivery Date</b>	The date that the project change will be delivered.
<b>Traceability/Comments</b>	The ID(s) of the task (in the Project Work Plan) implementing the change, or/and the IDs of related issue, risk or decisions log entries. Any additional information related to the change (activities).

The location of this artefact is found in the project SharePoint.

#### 7.4.2 CHANGE REQUEST FORM

The Change Request Form for the project is using PM<sup>2</sup> Change Request Form template and no changes have been done to the structure, fields or values, as following:

<b>Change Request Form</b>	
<b>Change Request</b>	
<b>Project Name</b>	<The change identifier. It should be numbered sequentially.>
<b>Change ID</b>	<The change identifier from the Change Log. IT links this change request to the corresponding entry in the Change Log.>
<b>Change Name</b>	<A short name for this change.>
<b>Identification Date</b>	<The date that the change has been raised. dd/mm/yyyy>
<b>Requested by</b>	<The name of the person requesting the change.> A short name (description) for the change.
<b>Category</b>	Categorizes the changes into new requirement, issue or risk related, business improvement, etc.
<b>Priority</b>	<Note that the priority is given from the point of view of the requestor and is not necessarily the priority that will be given to this change (if approved) after an impact analysis has been performed and the change is prioritised against other change requests or work)>. A numeric value denoting the priority of the change. The possible values are: <b>5=Very high, 4=High, 3=Medium, 2=Low, 1=Very low</b>
<b>Change Description &amp; Details</b>	
<b>Current Situation</b>	<Describe the current situation (a problem, an opportunity or a new need – why is there a need for a change in the project?>
<b>Desired Situation</b>	<Describe the desired situation. What is the goal and benefits of this change request?>
<b>Impact or Risks</b>	<Describe the impact or risks of not implementing this change. If this impact or risks can be quantified, then this can help with the analysis (cost benefit analysis) and final decision regarding the implementation (or not) and the priority of this change. >
<b>Out of Scope</b>	<Clarify what is out of the scope of this change request. This clarifies further the boundaries of the requested change and ensures that only the needed change is implemented.>
<b>References and Related Documents</b>	



<b>Link</b>	The Location of relevant (or supporting) documents
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The location of this artefact is found in the project SharePoint.

## 7.5 CHANGE IDENTIFICATION ACTIVITIES

The purpose of this section is to describe the specific project change identification activities and tools that will be used for this project.

The identification of changes can be result of: project team brainstorming, project meeting, reviewers' feedback, a risk response (e.g. to avoid a risk), assumptions analysis, or a request from a stakeholder.

Note that issues of significant size may sometimes lead to project change. Therefore issues are often linked to project change items (logged, assessed, assigned and tracked by using the Change Log.)

A Change Request Form can also be used to document the original request for a change, offering justification and background information which can help with the analysis of the change requirements, impact and best course of action.

The purpose of the Change Request Form is to capture the need and characteristics of a project change. The change request is the first step of the change request process. Once the change request is logged into the Change Log, then this form is updated with the assigned Change ID and the form is archived.

The Change Log is the tool used to register and update project changes and related actions.

## 7.6 CHANGE ASSESSMENT AND ACTION RECOMMENDATION ACTIVITIS

The purpose of this section is to describe specific project change assessment and action recommendation activities and tools that will be used for this project.

Activities and tools used are:

- Impact Analysis (evaluate is the impact of the change on the projects dimensions of time, cost, quality).
- Risk Analysis, e.g. in case new risks introduced.
- Risk Log.
- Change Log.

Changes will be reviewed and evaluated during the General Assembly Meetings as described in the Communications Management Plan. During the General Assembly Meetings, recommendation activities will be proposed, discussed, prioritised and logged in the Change Log along with the Project Coordinator's or other stakeholders' comments.

Note that a fist level of discussion of project changes can also take place during the more frequent Project Core Team Meeting, where the action plan for minor changes can be agreed.

## 7.7 CHANGE APPROVAL DECISIONS

Recommended actions for the changes of significant size (i.e. significant impact on delivery time and budget) will be discussed during the General Assembly (GA) Meeting, planned to occur every two months.

For each change, the Change Log should have already the following information:

- Change description and assessment;
- Action recommended, main steps, deliverables, and estimation of time, resources and cost;
- Change approved by.

For changes which do not have significant impact on delivery time and budget, the changes can be approved during the General Meetings.

### 7.7.1 ESCALATION

The change escalation workflow for this project is as following:

- Any changes are approved by the General Assembly (GA) (e.g. during the General Assembly Meetings);
- Any changes that require modifications to the Grant Agreement, are still discussed and approved by the General Assembly and then submitted to the Granting Authority as amendment requests;
- Project scope changes are reported in the Project Periodic Report, to inform the Granting Authority.

## 7.8 CHANGE IMPLEMENTATION ACTIVITIES

The activities related to the implementation of changes and their status will be documented in:

- Grant Agreement
- Issue Log

## 7.9 CHANGE CONTROL AND REPORTING

New or open changes will be identified/reassessed monthly during the Project Core Team Meetings and the Project Coordinator will then update the Change Log with the results of the analysis/review.

The Project Coordinator will report on a bi-monthly basis their status to the General Assembly (GA) and, when adequate, to other project stakeholders (as per the Communications Management Plan), e.g. to the Granting Authority (i.e. via the Project Progress Report).

## 8 APPENDIZ 2: RISK MANAGEMENT PLAN

The Risk Management Plan defines and documents the risk management process for a project. It describes how risks will be identified and assessed, what tools and techniques can be used, what are the evaluation risk level bands, the relevant roles and responsibilities, how often risks need to be revisited, etc. The Risk Management Plan also defines the risk control and escalation process as well as the structure of the Risk Log which is used to document and communicate the risks and the relevant risk response actions.

The purpose of this document is:

- To outline the risk approach and process to be used for the project;
- To identify the roles and responsibilities related to risk management;
- To specify the methodology, standards, tools and techniques used to support risk management.

### 8.1 RISK MANAGEMENT ACTIVITIES

Risk management brings visibility to risks, accountability as to how they are acted upon, and ensures that project risks are proactively dealt with and are regularly monitored.

The main objectives of project risk management are:

- Project risks are identified, assessed, approved and reported throughout the project;
- All major risks are reported to the Steering Layer;
- Risk response strategies are in line with stakeholders' risk appetite and approved risk level thresholds;
- All risks are monitored and under control;
- Risk response actions are implemented effectively.

### 8.2 RISK MANAGEMENT PROCESS DESCRIPTION

The project risk management process defines the activities to identify, assess, prioritise, manage and control risks that may affect the execution of the project and the achievement of its objectives. This process is divided into four steps:

#### **Step 1: Risk Identification**

The purpose of this step is to facilitate the identification and documentation of risks that can impact the project objectives.

Various techniques will be used for risk identification which typically focus on past trends or future exposure, on a bottom-up or a top down analysis.

The techniques that will be used for risk identification are documented in section 4. TOOLS & TECHNIQUES.

Risks are continuously identified throughout the project lifecycle; however, very early during the Initiating phase, an initial risk list will be created which is thereafter frequently updated.

The same procedure will be followed both for the creation of the Risk Log as well as for the inclusion of new risks later in the project.

The Risk Log contains the risks identifier, risk description, work package, as well as mitigation measures, which will facilitate the monitor and control aspects of the project. In addition, the risk log contains information for each reporting period, detailing if the risk materialised, mitigation measures applied and additional comments.

### **Step 2: Risk Assessment**

The purpose of this step is to assess the likelihood and impact of the identified risks in terms of their influence to the project objectives. This assessment is necessary before any risk response planning can be done.

Risks are assessed based on their likelihood of occurrence and the impact in project objectives. The product of their likelihood and impact defines the Risk Level, which is then used as a reference for their prioritisation and risk response development.

Depending on the stakeholders' risk appetite, risk level bands will be defined based on which the most appropriate risk response strategies are chosen.

### **Step 3: Risk Response Development**

The purpose of this step is to select the best strategy and identify and plan the actions to manage the risks.

The selection of the risk response strategy will be based on the results of the risk assessment (risk level), the type of risk, as well as on the effects on the overall project (cost/benefit analysis). The strategy selected for each risk is documented in the Risk Log.

There are four strategies to be considered as risk responses: Avoid, Transfer or Share, Reduce, or Accept a risk. For the risks that have been accepted, contingency plans may be defined to help control their impact in case they occur.

After the strategy for each risk has been selected, specific actions to implement the strategy will be defined, described, scheduled and assigned, while a Risk Owner assumes the responsibility for its implementation.

Actions will detail concrete activities, milestones and deliverables and will be documented in the Risk Log. Moreover, they will clearly identify the target resolution date, as well as the estimation of resources involved and dependencies. These actions (at least the most effort/cost consuming ones) will be incorporated into the Project Work Plan, in order to have a consolidated view of all project related activities.

### **Step 4: Risk Control**

The purpose of this step is to monitor and control the implementation of the risk response activities while continuously monitoring the project environment for new risks or changes in the risks already identified.

The Project Core Team (PCT) and General Assembly (GA) Meetings are used to revise the status of risks and related actions, and to identify new risks that can impact project milestones, deliverables or objectives. The review of the Risk Log also appears in the agenda of the Project Review Meetings. Risks will be revised at regular predetermined intervals, but also after the occurrence of any event that might have a significant impact on the project environment and hence the project risks. The updating of the Risk Log can include adding new risks or actions, updating the status of response activities, changing risk levels based on mitigation actions, changing the assignment of actions, etc.

The Risk Owner will report periodically the status of the risk and any response activities to the Project Coordinator (PC).

The Project Coordinator (PC) will report to the General Assembly (GA) the status of the most major risks and to other project stakeholders (as per the project's communications plan). If any of the identified risks occur, then the Project Coordinator (PC) will ensure the implementation of the contingency plans and communicate the issue to the General Assembly (GA).

The activities described above are performed by the Project Coordinator (PC) throughout the project lifecycle in accordance to the Risk Management Plan.

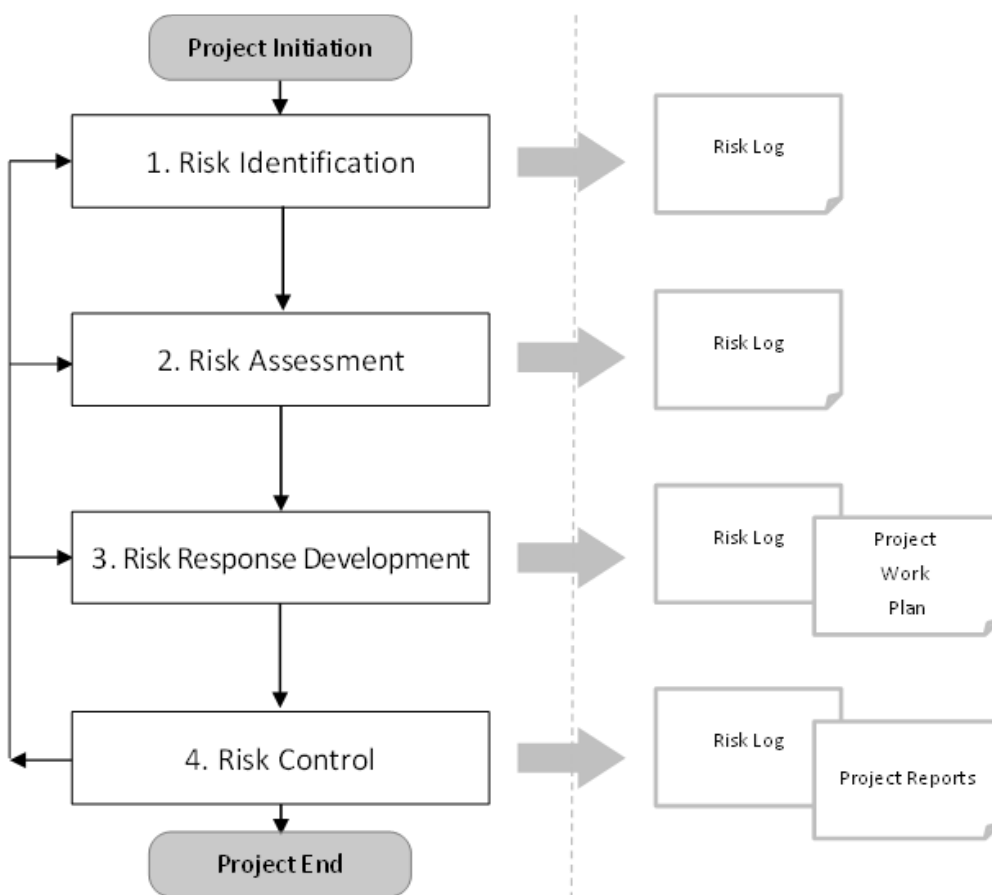


Figure 2: Risk management process.

### 8.2.1 RISK MANAGEMENT ROLES AND RESPONSIBILITIES

The following RASCI table defines the responsibilities of those involved in risk management:

<b>RAM (RASCI)</b>	<b>GA</b>	<b>SNS</b>	<b>PO</b>	<b>PC</b>	<b>PCT</b>
Risk Management Plan	A	I	I	R	I
Manage Risks	A	I	I	R	C

The contact details of each of the above stakeholders are documented in the Project Stakeholder Matrix.

The Project Coordinator (PC) is responsible for identifying, assessing, managing and monitoring the risks of the project, consulting the project team and other stakeholders, when appropriate (e.g. General Assembly (GA), Granting Authority (SNS), Project Officer (PO)). The Project Coordinator (PC) is also responsible for assigning resources to the risk management process, with the approval of the General Assembly (GA).

The planning of risk management activities is performed by the Project Coordinator (PC) and documented in the Risk Management Plan.

New risks and related actions, as well as changes to identified risks or actions are approved by the General Assembly (GA) and reported to the Granting Authority, according to the escalation procedure.

Risks and related actions will be escalated to other Governance Bodies, when appropriate. The General Assembly (GA) and the other Governance Bodies will validate the identified risks and actions, and plan other actions, if adequate.

## 8.3 TOOLS & TECHNIQUES

The following techniques will be used for risk management:

- Meetings;
- Interviews;
- Brainstorming;
- Workshops.

The following tools will be used for risk management:

- Risk Management Plan;
- Risk Log;
- Risk assessment thresholds matrix.

### 8.3.1 RISK LOG

The Risk Log for the project is using the structure defined by the Granting Authority in the Project Periodic Report Template, as following:

Risk Identification and Description	
<b>No</b>	The risk identifier. It should be numbered sequentially.
<b>Description</b>	A description of the risk that may occur in the project and its causes. What kind of problems will the risk result in and risk dependencies.
<b>Work Package No</b>	Work package that hosts the activities to which the risks refers to.
<b>Proposed Mitigation Measures</b>	The mitigation measure as in Annex 1 of the Grant Agreement.
Risk Assessment	
<b>Likelihood</b>	A numeric value denoting the estimate of the probability that the risk will occur. The possible values are:  <b>5=Very high, 4=High, 3=Medium, 2=Low, 1=Very low</b>
<b>Impact</b>	A numeric value denoting the severity of the impact of the risk (should it occur). The possible values are:  <b>5=Very high, 4=High, 3=Medium, 2=Low, 1=Very low</b>
<b>Risk Level (L*I)</b>	The risk level is the product of the likelihood and impact ( <b>RL=L*I</b> ).
<b>Escalation</b>	To be escalated to the Directing or Steering Layers: <b>Yes</b> or <b>No</b> .
Risk Response	
<b>Risk Response Strategy</b>	The available strategies to deal with the identified risks are: - <b>Avoid:</b> risk avoidance, working the project or project plan around those conditions or activities which introduce the risk; - <b>Reduce:</b> risk mitigation or reduction through the proactive implementation of risk reduction activities; - <b>Accept:</b> acceptance of the risk. In this case, contingency plans can also be defined in case the risk occurs (active acceptance); - <b>Transfer/Share:</b> transfer or share a risk with other entities, e.g. through insurances, sub-contracting etc.

<b>Action Details (effort &amp; responsible)</b>	Description of the action: objective of the action, scope, deliverables, person responsible and effort estimates.
<b>Target Date</b>	The date that the action is expected to be implemented.
<b>Traceability/comments</b>	The ID(s) of the actions (in the Action list) implementing the risk actions, or/and the IDs of related change, issue or decisions log entries. Any additional information related to the risk approval (e.g. date) or related to the risk actions (activities).
<b>State of Play</b>	
<b>Reporting Period</b>	1 / 2
<b>Did you apply risk mitigation measures?</b>	Yes / No
<b>Did your risk materialise?</b>	Yes / No
<b>Comments</b>	Insert comment (mandatory if no risk mitigation measures where applied or planned risk mitigation measures were not applied-

The location of this artefact is found in the project SharePoint.

### 8.3.2 RISK ASSESSMENT THRESHOLDS MATRIX

This project is using the PM2 Risk Assessment Thresholds Matrix, as following:

The risk level will be calculated by the product of likelihood and impact in the following way:

		Impact				
		1=Very low	2=Low	3=Medium	4=High	5=Very high
Likelihood	5=Very high	5	10	15	20	25
	4=High	4	8	12	16	20
	3=Medium	3	6	9	12	15
	2=Low	2	4	6	8	10
	1=Very low	1	2	3	4	5

Legend:

	Risks can be accepted, contingency plans may be developed.
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	Risks cannot be accepted, a risk response strategy should be developed (avoid, reduce, transfer/ share)
	Unacceptable – immediate risk reduction or avoidance response
	Risk appetite

Figure 3: Risk assessment thresholds matrix.

## 8.4 RISK IDENTIFICATION ACTIVITIES

The purpose of this section is to describe the specific risk identification activities and tools that will be used for this project.

Initial risk identification was first performed when preparing the project's proposal and Grant Agreement. So this is the starting point of this step.

The identification of risks resulted from: project team brainstorming, General Assembly (GA) meeting, feedback of the users' working group, fulfilment of a questionnaire, risk check list analysis, assumptions analysis, diagramming techniques, SWOT analysis and expert judgement.

The Risk Log is the tool used to register and update risks and related risk management actions.

## 8.5 RISKS ASSESSMENT APPROACH

The purpose of this section is to describe the specific risk assessment activities and tools that will be used for this project.

The project will use the Risk Assessment Thresholds Matrix referred in section 4.2. Risk assessment thresholds matrix. The Risk Assessment Thresholds Matrix represents the different combinations of likelihood and impact of project risks on a scale from 1 to 5 and defines bands of risk level that suggest risk response strategies.

Risk level scale details:

### Likelihood:

- Very low: less than 5% change of occurrence;
- Low: between 5% to 10% chance of occurrence;
- Medium: between 10% to 25% chance of occurrence;
- High: between 25% to 50% chance of occurrence;
- Very high: more than 50% chance of occurrence.

### Impact:

- Very low: less than 1% of project budget affected, or/and other project baselines are nearly not impacted, or/and few individuals affected (only internal to project team), or/and no reputational impact or/and easy and quick capacity to react and resolve the issue.
- Low: 1% to 2% of project budget affected, or/and low impact in other project baselines, or/and only one milestone affected, or/and projects stakeholders may be

affected, or/and reputational impact in DG or/and sufficient project competencies to resolve the issue (if risk occurs).

- Medium: 2% to 5% of project budget affected, or/and medium impact in other project baselines, or/and one or more milestones affected, or/and projects stakeholders will be to some extent affected, or/and project objectives may be affected, or/and reputational impact amongst technical staff in other DGs (IRMs), or/and formal complaints, or/and limited project competencies to resolve the issue (if risk occurs).
- High: 5% to 10% of project budget affected, or/and high impact in other project baselines, or/and several milestones affected, or/and projects stakeholders will be affected/concerned, or/and project objectives will be affected, or/and reputational impact in several DGs, or/and formal and legal complaints, or/and insufficient project internal competencies to resolve the issue (if risk occurs).
- Very high: more than 10% of project budget affected, or/and very high impact in other project baselines, or/and several milestones affected, or/and projects stakeholders will be very affected/concerned, or/and the overall project will be affected, or/and external EC reputational impact, or/and significant formal and legal complaints, or/and external competencies are needed to address the issue (if risk occurs).

#### Risk levels thresholds:

- **Green:** risk level  $\leq 2$ ;
- **Yellow:** risk level  $\geq 3$  and  $\leq 16$ ;
- **Red:** risk level  $\geq 20$ .

The Project Steering Committee approved / stated that the project risk appetite is limited to risk level  $\leq 2$ , likelihood  $< 10\%$  and potential losses  $< x\text{€}$ .

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#### 8.5.1 ESCALATION

The risk escalation:

- All new risks, proposed risk response strategies and proposed actions are approved by the Project Core Team, if the risk level is green;
- If the risk level is yellow or red, new risks, proposed risk response strategies and proposed actions are approved by the General Assembly (GA);
- In dependent of the risk category, risks will be reported to:
  - a. General Assembly (GA) in the Project Status Reports; and
  - b. Granting Authority in the Project Periodic Reports.

## 8.6 RISK RESPONSE STRATEGIES

The purpose of this section is to define the available risk response strategies to be used for this project.

The risk response actions are documented and updated in the Risk Log throughout the project lifecycle (and then incorporated in the Project Work Plan) and revisited at least, in the monthly Project Core Team Meeting.

The possible risk response strategies are:

- **Avoid:** risk avoidance, working the project or project plan around those conditions or activities which introduce the risk;
- **Reduce:** risk mitigation or reduction through the proactive implementation of risk reduction activities;
- **Accept:** acceptance of the risk (the impact/loss is accepted if the risk occurs). When accepting risks, there are two possible reactions:
  - a. Acceptance of the risk and no special action required, except continue to monitor the risk (passive acceptance);
  - b. Accept and develop contingency plans in case the risk occurs (active acceptance).
- **Transfer/Share:** transfer or share a risk with other entities, e.g. through insurances, sub-contracting etc.

The following table describes the risk response approach for this project:

Scenario	Risk Response Strategy
<b>Very high impact and high or very high likelihood or high or very high impact and very high likelihood.</b>	Avoid <b>or</b> implement an immediate reduction
<b>Very high impact and very low likelihood.</b>	Transfer/Share
<b>All other risk levels.</b>	Reduce
<b>Low or very low likelihood and very low impact or very low likelihood and low impact.</b>	Accept (monitor and plan contingency if deemed necessary)

## 8.7 RISK CONTROL ACTIVITIES

The purpose of this section is to define the activities performed for monitoring and controlling risks, as well as their frequency.

The Project Coordinator (PC) monitors and controls risks based on Project Follow-up Meetings or on information received from other project stakeholders, in result of:

- Identification of new risks by the Project Core Team (PCT) or by other project stakeholders, in consequence of changes in the project environment;
- New proposed ways to deal with a risk (adding/changing actions);
- Implementation of any of the given actions or on general events or developments that will change the values for likelihood and/or impact of the identified risks;
- Other changes.

**Frequency of Revisiting the Risk Log:** The Risk Log is updated at least once a month, after the Project Core Team Meetings, by the Project Coordinator (PC).

Additionally, before each General Assembly (GA), there is a procedure in place to collect the status of each risk and action and the comments related to the effectiveness, quantification of resources spent, difficulties, potential problems and dependencies of the actions. This information is consolidated and updated in the Risk Log, and presented to the GA. The project review planned at the end of each milestone also includes a deep review of the Risk Log.

The Risk Communication planning is part of the project Communications Management Plan.

The communication items identified are:

- Collection of new risks or changes to risks/actions in the monthly Project Core Team Meeting;
- Report of risks (risk level green) and related actions status in the monthly meeting of the Project Core Team (PCT);
- Request of risk or action approval to the General Assembly (GA) (risks with yellow or red level);
- Report risks list in the Project Progress Report;
- Communication of the risks that have turned into issues (had occurred) in the monthly PCT meeting.

## 9 APPENDIZ 3: ISSUE MANAGEMENT PLAN

The Issue Management Plan defines and documents the activities, the roles and responsibilities of those involved in identifying, assessing, assigning, resolving and controlling project issues. Issues are defined as unplanned project related events that happened and require a project management action.

In addition, this plan documents decisions, defines decision owners and keeps track of the implementation of key decisions taken. Decisions can be taken in Project Steering Committee (PSC) meetings and other meetings.

The objectives of this document are:

- To outline the issue management process to be used for the project;
- To identify the roles and responsibilities related to issue management;
- To specify the methodology, standards, tools and techniques used to support issue management.

### 9.1 ISSUE MANAGEMENT OBJECTIVES

Issue management aims to ensure that issues that have a potential impact on project scope, time, cost, quality, risk, or stakeholder satisfaction are assessed and acted upon. Relevant decisions can be also logged in the Issue Log.

Key decisions can be logged in a Decision Log, which brings visibility to decisions and accountability as to how and by whom they are taken, and to whom they should be communicated.

### 9.2 ISSUE MANEGEMENT PROCESS DESCRIPTION

The project issue management process defines the activities related to identifying, documenting, assessing, prioritising, assigning, resolving and controlling issues.

The issue management process for this project is a four step process and falls under the responsibilities of the Project Coordinator (PC) who should execute the process when required throughout the project lifecycle:

#### **Step 1: Issue Identification**

The purpose of this step is to facilitate the identification and documentation of issues. Issues can arise in the project if:

- There are disagreements on the interpretation of requirements;
- The Project Core Team (PCT) has difficulties achieving the set goals (e.g. in terms of time, resources or quality);
- Non-conformities are identified by the Project Core Team (PCT) or by other Stakeholders (e.g. Quality Assurance Manager);
- Risks identified in the Risk Log occur, and thus risks change from potential problems to actual problems;

- External effects that influence the project in a negative way;
- Many other reasons.

Issues can be identified / raised by any Project Stakeholder throughout the project lifecycle, using different communication channels as meetings, emails, reports, among others. After receiving the issue information, the Project Coordinator (PC) registers the issue in the Issue Log. Issues can be also registered in the Issue Log by the Project Core Team (PCT) members and then validated by the Project Coordinator (PC).

The Issue Log contains information to be fulfilled at this stage, such as the issue identifier, the issue category (e.g. IT, business, people & organisation, etc.), the issue details and impact, the status of the issue, the name of the person that identified the issue and the date of identification.

### **Step 2: Issue Assessment and Action Recommendation:**

The purpose of this step is to assess the urgency and impact of the issue and decide on a priority for its resolution.

When an issue arise, an initial assessment (informal) will be performed by the person who raised the issue. This informal assessment will consider dimensions like:

- **Category:** Is the issue related to a specific area?
- **Impact:** What are the possible consequences of this issue? Will it have contractual impacts?
- **Urgency:** How urgent is a solution to this issue? This will influence the speed and planning of the issue reporting and resolution.
- **Size:** Is it an issue that requires some effort/const to solve, or is it best handled by immediate action?

After this first assessment, the Project Coordinator (PC) assigns the detailed analysis of the issue to a project stakeholder. This person will assess the issue and identify its root cause. Also, it will recommend a solution and detail the necessary steps, effort and resources involved. This information will be documented in the Issue Log and then used as an input to request the approval by the appropriate decision makers (based on the escalation process). The Project Coordinator (PC) then documents the decisions in the Decision Log.

Issues can generate new change requests and therefore the next steps may follow the project change management process.

### **Step 3: Actions Implementation:**

After issues are evaluated and the remediation actions approved, the Project Coordinator (PC) will incorporate these actions into the Project Work Plan and update project related documentation such as project plans and logs (e.g. Decision Log, Resource Plan, Change Log, and Communications Management Plan, if applicable).

**Step 4: Issue Control:**

The purpose of this step is to monitor and control the issues identified during the project, to be able to easily communicate them to the several project decision layers, for remediation action approval or status updates.

Project Core Team meetings will be performed weekly and used to revise the status of issues and related actions, and to identify new issues. The Project Coordinator (PC) is responsible for updating the Issue Log, which can include adding new issues, updating issue status, updating remediation action details, modifying urgency, impact, and/or size levels based on changes in project environment, etc.

Additionally, the Project Coordinator (PC) will report periodically (bi-monthly) the status of the major issues identified for the project to the General Assembly (GA) and, when adequate, to other project stakeholders (as per the project Communications Management Plan).

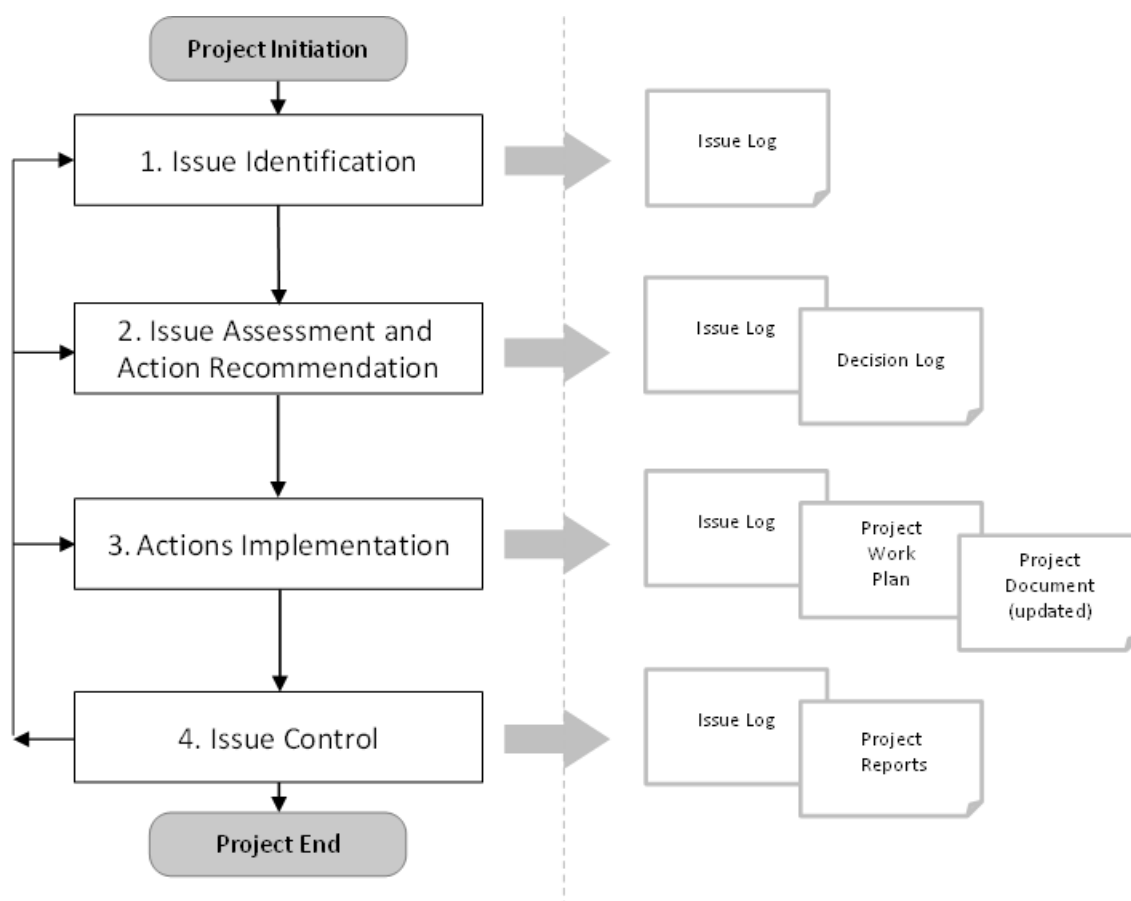


Figure 4: Issue management process.

9.2.1 ISSUE MANAGEMENT ROLES AND RESPONSIBILITIES

The main roles and responsibilities for the issue management process are:

- General Assembly (GA): is accountable for all the identified issues and has the responsibility of approving or rejecting the remediation actions related to the major issues, or escalated them according to the escalation procedure.

- Project Officer (PO): is consulted for the assessment of issues and to validate the recommended action steps, urgency, impact, size/effort and time estimation.
- Granting Authority (SNS): is informed of the issues and of the planned remediation actions for the project.
- Project Coordinator (PC): is responsible for managing, monitoring, controlling and reporting issues and consolidating and documenting them in the Issue Log. The PC assigns issues remediation tasks to Project Core Team (PCT) members or to other project stakeholders. The person assigned to the issue will work on it, respective of the given priority and report when the issue can be closed.
- Project Core Team (PCT): is consulted for the issue management activities and identifies, assesses and solves issues throughout the project lifecycle.

The following RASCI table defines the responsibilities of those involved in issue management:

RAM (RASCI)	GA	PO	SNS	PC	PCT
Issue Management Plan	A	C	I	R	S
Manage Issues & Decisions	A	C	I	R	S

The contact details of each of the above stakeholders are documented in the Project Stakeholder Matrix.

### 9.3 TOOLS AND TECHNIQUES

The following techniques will be used for issue management:

- Ishikawa diagram;
- Pareto diagram;

The following tools will be used for issue management:

- Issue Log
- Decision Log

#### Issue Log

The Issue Log for the project is using PM<sup>2</sup> Issue Log template and no changes have been done to the structure, fields or values, as following:

Issue Identification and Description	
<b>ID</b>	The issue identifier. It should be numbered sequentially.
<b>Category</b>	Categories of issues related to the area affected by the issue (e.g. Business, IT, People & Organisation, External and Legal).
<b>Issue Name</b>	Short name for (describing) the issue.
<b>Issue Description &amp; Details</b>	A description of the issue and consequences of doing nothing.



<b>Status</b>	The issue status can be any of the following: <b>Open:</b> the issue has been identified but no decision yet on how to resolve it. <b>Postponed:</b> this status is set for postponing the issue due to other priorities. <b>Resolved:</b> this status indicates that all necessary actions are completed and the issue is resolved. <b>Closed:</b> this status indicates the closing of the issue once the work is completed and verified.
<b>Identified By</b>	The name of the person who identifies the issue.
<b>Identification Date</b>	The date that the issue has been raised.
<b>Issue Assessment and Action Description</b>	
<b>Action Details (effort &amp; responsible)</b>	Description of the recommended action, steps, deliverables, timescale, resources and effort involved.
<b>Urgency</b>	A numeric value denoting the urgency of the issue. The possible values are: <b>5=Very high, 4=High, 3=Medium, 2=Low, 1=Very low</b>
<b>Impact</b>	A numeric value denoting the severity / impact of the issue. The possible values are: <b>5=Very high, 4=High, 3=Medium, 2=Low, 1=Very low</b>
<b>Size</b>	Issue size represents the effort/cost related to the issue resolution. The possible values are: <b>5=Very high, 4=High, 3=Medium, 2=Low, 1=Very low</b>
<b>Target Date</b>	The date that the issue is expected to be resolved.
<b>Issue Owner</b>	The person accountable for the effective issue resolution.
<b>Escalation</b>	To be escalated to the Directing or Steering Layers: <b>Yes</b> or <b>No</b> .
<b>Traceability/Comments</b>	The ID(s) of the task (in the Project Work Plan) implementing the issue actions, or/and the IDs of related change, risk or decisions log entries. Any additional information related to the issue actions (e.g. activities, approvals).

The location of this artefact is found in the Appendix 1.

### Decision Log

The Decision Log for the project is using PM2 Decision Log template and no changes have been done to the structure, fields or values, as following:

<b>Decision Identification</b>	
<b>ID</b>	The decision identifier. It should be numbered sequentially.
<b>Identified by (Initiator)</b>	The name of the person who identifies the need of the decision.
<b>Traceability/Comments</b>	The IDs of related change, risk or issues log entries. Any additional information related to the decision.

<b>Category</b>	Categories of decisions related to the area affected by the decision (e.g. Business, IT, People & Organisation, External and Legal).
<b>Decision Name</b>	Short name for (describing) the decision.
<b>Decision Description</b>	A description of the decision details and impact, if applicable.
<b>Persons present during decision</b>	Decision taken during a meeting, or by responsible persons.
<b>Ownership</b>	
<b>Decision Owner</b>	The person accountable for the decision.
<b>Decision Date</b>	Date when the decision was taken
<b>Escalation</b>	To be escalated to the Directing or Steering Layers: <b>Yes</b> or <b>No</b> .
<b>Decision Implementation</b>	
<b>Date of decision application</b>	As from when is this decision applicable.
<b>Decision communicated to:</b>	Group, teams, audience to whom the decision should be communicated.

#### 9.4 ISSUE IDENTIFICATION ACTIVITIES

This section describes the main tasks involved in detecting and recording the issues, for analysing the nature and extends of the issue, and for implementing of the appropriate corrective actions.

Issues will be identified by any project stakeholder and will be then documented in the Issue Log.

##### Notes:

- Any project activities (e.g. small meeting actions) which do not appear in the Project Work Plan should be logged, assigned and tracked by using the Issue Log.
- Any risk that is triggered requiring action creates an issue that needs to be dealt with (and should be logged, assessed, assigned and tracked by using the Issue Log.)
- Issues of significant size may sometimes lead to project change. Therefore issues are often linked to project change items (logged, assessed, assigned and tracked by using the Change Log.)

#### 9.5 ISSUE ASSESSMENT AND ACTION RECOMMENDATION ACTIVITIES

The Project Coordinator (PC) assigns the detailed analysis of the issue to a project stakeholder. This person will assess the issue and identify its root cause. Also, it will recommend a solution and detail the necessary steps, effort and resources involved. This information will be documented in the Issue Log.

The methods that will be used to analyse and for solving an issue are:

- "Ishikawa" (fishbone) diagram:
  - Describe the issue or symptoms;

- Identify potential causes and categorize them;
- Look at detailed explanations for each cause;
- Look again at the reasons behind the explanation. This will help in arriving at the root cause of the issue;
- Create an action plan to resolve this.
- Pareto diagram:
  - Categorise issues according to the frequency with which they occur;
  - Focus on the issues with high frequency at first.
  - Issues that originate project changes will follow the project change management process.

### 9.5.1 ESCALATION

The issue escalation workflow for this project is as following:

- Only issues remediation actions with Very Low and Low Size and Impact can be approved at the Managing Layer (Project Core Team (PCT) and Project Coordinator (PC) approval);
- Other actions (with Medium, High and very High Size or Impact) are approved by the General Assembly (GA);
- When relevant, the GA has extraordinary meetings for approving remediation actions related to urgent or very urgent issues with considerable impact or size.
- Major Issues (High and very High Size or Impact) are reported in the Project Progress Report.

### 9.5.2 DECISION

Issues are tracked together with the key decisions. These decisions (at Managing, Directing, or Steering Layer) will be documented in the Decision Log, which refers the related issues, risks or changes, describes the decision details, identifies the person/group accountable for the decision and to whom the decision should be communicated.

## 9.6 ACTION IMPLEMENTATION ACTIVITIES

The activities related to the implementation of remediation actions and their status will be documented in:

- Project Work Plan.

## 9.7 ISSUE CONTROL ACTIVITIES

New or open issues will be raised / followed-up weekly at Project Follow-up Meetings and assigned to a responsible party. The Project Coordinator (PC) will then update the Issue Log with the results of the analysis / review.

If an issue is considered closed and validated by the Project Coordinator (PC), the person responsible for the resolution will update the Lessons Learned for the project.

For the Medium, High and Very High Size changes, the Project Coordinator (PC) will bi-monthly report their status to the General Assembly (GA) and, when adequate, to other project stakeholders (as per the Communications Management Plan), e.g. to the Granting Authority (Project Progress Report).

## 10 APPENDIX 4: COMMUNICATIONS MANAGEMENT PLAN

The Communications Management Plan helps to ensure that all project stakeholders have the information they need to perform their roles throughout the project. Planning and executing project communication activities is essential for project success.

The Communications Management Plan determines how to communicate most efficiently and effectively to the various stakeholders. It defines and documents the communication items' content, format, frequency, audience and expected results. It also explains how to communicate project status and the assignment of activities to the various stakeholders and the communication strategy for each stakeholder based on their interests, expectations, and influence in the project.

### 10.1 COMMUNICATION ACTIVITIES

Proactive communication is essential in all projects. Communication needs to be:

- Adequate: in the correct format and right content;
- Specific: for the targeted audience;
- Sufficient: providing all the necessary information;
- Concise: brief, avoiding repetition and non-important information;
- Timely: addressing points at the right time.

Communication is also a vital way to manage project stakeholders' expectations, such as:

- Following project progress and execution;
- Reporting on project quality;
- Assigning activities.

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#### 10.1.1 INPUTS

When planning communication, one of the major inputs is the Stakeholder Matrix to identify project stakeholders' groups. To determine what information needs to be communicated to each target group, the following inputs should be used:

- Grant Agreement;
- Consortium Agreement; and
- Project Handbook and possible related management plans.

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#### 10.1.2 MEDIA

The communication media that will be used for the project are:

- Email(s);
- Document repository;
- Slack;

- Meeting(s);
- Phone calls.

The following tables detail each communication media's purpose, location, and responsibility.

<b>MEDIA</b> <b>EMAIL</b>	
<b>Purpose</b>	<p>The primary official communication channel shares information about the project, particularly its status and any requests or task assignments. All documents should be referred to only using the link to the document repository (see next point) and not attachments.</p> <p>EXIGENCE has two mailing lists: one for the daily technical work and another for administrative and financial topics.</p> <p>The Project Coordinator (PC) is responsible for maintaining the project's mailing lists, i.e. adding and removing members. The representatives of each partner are responsible for informing the Project Coordinator of the members to add to each mailing list.</p>
<b>Location</b>	<a href="mailto:exigence@f6s.com">exigence@f6s.com</a> <a href="mailto:adminexigence@f6s.com">adminexigence@f6s.com</a>
<b>Responsible</b>	Project Coordinator (PC)

<b>MEDIA</b> <b>DOCUMENT REPOSITORY</b>	
<b>Purpose</b>	<p>A shared space with a repository to store all project documents (working documents, presentations, deliverables, minutes of meetings). The Project Team can work collaboratively on documents and keep a record of the work done, e.g. contributions and version history. The repository will also store the final versions of all official documents, clearly identified.</p> <p>The Project Coordinator (PC) is responsible for maintaining the project's document repository, i.e. adding and removing members. The representatives of each partner are responsible for informing the Project Coordinator of the members who should have access to the document repository.</p>
<b>Location</b>	<a href="https://f6scom.sharepoint.com/sites/exigence/SitePages/ProjectHome.aspx">https://f6scom.sharepoint.com/sites/exigence/SitePages/ProjectHome.aspx</a>
<b>Responsible</b>	Project Coordinator (PC)

<b>MEDIA</b> <b>SLACK</b>	
<b>Purpose</b>	<p>An instant messaging space to exchange quick messages about the daily work of the project. Slack can be particularly useful to support technology implementation.</p> <p>This media is available to all members but does not replace email.</p>
<b>Location</b>	<a href="https://exigence-talk.slack.com">https://exigence-talk.slack.com</a>
<b>Responsible</b>	Project Coordinator (PC)

<b>MEDIA</b> <b>MEETING(S)</b>	
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<b>Purpose</b>	The stakeholders will gather in online and physical meetings (see next section) to discuss the project and make decisions. All meetings are chaired by one person, who is also responsible for the agenda and minutes, following the project's templates. The actions and decisions made in meetings must be documented appropriately in the meeting minutes and added to the project's action and decision logs.
<b>Location</b>	-
<b>Responsible</b>	Depending on each meeting

<b>MEDIA</b>	<b>PHONE CALL(S)</b>
<b>Purpose</b>	The project stakeholders may use phone calls for any interaction among them. However, decisions should always be made in meetings.
<b>Location</b>	-
<b>Responsible</b>	-

The communication media above contain or are supported by:

- Minutes of Meeting (MoM);
- The Project Status Summary;
- The Project Status Report;
- The Project Progress Report;
- Custom or Ad-Hoc Reports;
- Grant Agreement;
- Consortium Agreement;
- Project Logs;
- Project repository.

## 10.2 PROJECT MEETINGS

This section describes the type of meetings planned to support the execution of the project.

<b>MEETING</b>	<b>Kick-off Meeting</b>
<b>Purpose</b>	Official kick-off of the executing phase of the project. Through this meeting, the scope of the project as well as the project governance structure must be clear, the expectations of all the key project stakeholders and their roles & responsibilities must be set and all the relevant risks at the time must be identified.
<b>Location</b>	Defined by the Project Coordinator (PC) in time.
<b>Frequency</b>	Done once at the project level. Date of the meeting to be defined.
<b>Chairperson</b>	Project Coordinator (PC)
<b>Minutes by</b>	To be defined by the Project Coordinator (PC).
<b>Attendees</b>	Project Officer (PO)

	Project Coordinator (PC) General Assembly (GA) Project Team (PT)
<b>Agenda Items</b>	<ul style="list-style-type: none"> <li>• Introduce the agenda;</li> <li>• Introduce participants;</li> <li>• Outline the goals, expectations and activities of the Executing Phase, and discuss the timeline;</li> <li>• Introduce the project scope statement;</li> <li>• Invite the Project Officer (PO) to explain the importance of the project for the organisation and other beneficiaries;</li> <li>• Discuss the main elements of the Grant Agreement;</li> <li>• Discuss the governance structure, roles &amp; responsibilities of the Project Core Team (PCT) and the General Assembly (GA);</li> <li>• Discuss the overall project timeline;</li> <li>• Discuss the overall approach of the project;</li> <li>• Discuss the project plans needed for the project;</li> <li>• Discuss risks, constraints and assumptions;</li> <li>• Discuss or present any project supporting tools;</li> <li>• Allow time for any other business (questions &amp; answers);</li> <li>• Summarise the discussion (decisions, actions, risk);</li> <li>• Communicate next steps.</li> </ul>
<b>Distribution list</b>	All participants involved
<b>Media</b>	Meeting minutes written in MS- Word, available in the project document repository and link sent by email.

<b>MEETING</b>	<b>Project Core Team Meeting</b>
<b>Purpose</b>	<ul style="list-style-type: none"> <li>• Obtain commitment on the execution tasks;</li> <li>• Review the accomplished work and estimate time to complete + schedule;</li> <li>• Review risk &amp; issues;</li> <li>• Discuss and align interactions among work packages;</li> <li>• Assess new change requests.</li> </ul>
<b>Location</b>	Online
<b>Frequency</b>	Monthly on the third Wednesday, 16:15 – 17:30 CET
<b>Chairperson</b>	Project Coordinator (PC) (or delegated person if Project Coordinator (PC) cannot attend) or Technical Manager (TM).
<b>Minutes by</b>	Project Coordinator (PC)
<b>Attendees</b>	Project Coordinator (PC) Technical Manager (TM) Deputy Technical Manager (DTM) Work Package Leaders (WPL)
<b>Agenda Items</b>	Progress status review for each work package: <ul style="list-style-type: none"> <li>• Accomplishments (current and planned actions);</li> <li>• Actual work vs Planned;</li> <li>• Milestones status;</li> <li>• Current deliverables status:</li> </ul>



	<ul style="list-style-type: none"> <li>• Next deliverables status;</li> <li>• Major risks, issues &amp; actions monitoring.</li> </ul>
<b>Distribution list</b>	All participants invited.
<b>Media</b>	<ul style="list-style-type: none"> <li>• Updated decisions log;</li> <li>• Updated action list;</li> <li>• Updated Project Dashboard;</li> <li>• Meeting minutes written in MS-Word, available in the project document repository within 24 hours of the meeting, and link sent by e-mail.</li> </ul>

<b>MEETING</b>	<b>General Assembly (Online)</b>
<b>Purpose</b>	<ul style="list-style-type: none"> <li>• Discuss Project status;</li> <li>• Discuss open actions and check progress;</li> <li>• Discuss new risks or/and issues and define action points</li> <li>• Discuss and resolve conflicts;</li> <li>• Discuss and review change requests and possibly approve/reject.</li> </ul>
<b>Location</b>	Online
<b>Frequency</b>	Every two months on the first Tuesday of the month, 13:30 – 15:30 CET
<b>Chairperson</b>	Project Coordinator (PC) (or delegated person if Project Coordinator (PC) cannot attend)
<b>Minutes by</b>	Project Coordinator (PC)
<b>Attendees</b>	General Assembly (GA) Project Team (PT)
<b>Agenda Items</b>	Project status review (presentation of project status summary) <ul style="list-style-type: none"> <li>• Accomplishments of the previous two months of the project;</li> <li>• Project status: deliverables, milestones and KPIs;</li> <li>• Ongoing work in each WP;</li> <li>• Interactions with the EC and SNS;</li> <li>• Events of potential interest for the project;</li> <li>• Major risks, issues &amp; actions monitoring;</li> <li>• Next meetings;</li> <li>• Discuss open issues.</li> </ul>
<b>Distribution list</b>	All attendants invited.
<b>Media</b>	<ul style="list-style-type: none"> <li>• Project Status Summary will be written in MS-Word document, and sent by e-mail; and</li> <li>• Updated decisions log;</li> <li>• Updated action list;</li> <li>• Updated Project Dashboard;</li> <li>• Meeting minutes written in MS-Word, available in the project document repository, and link sent by e-mail.</li> </ul>

<b>MEETING</b>		<b>General Assembly (Physical)</b>
<b>Purpose</b>		<ul style="list-style-type: none"> <li>• Discuss Project status;</li> <li>• Discuss open actions and check progress;</li> <li>• Discuss new risks or/and issues and define action points</li> <li>• Discuss and resolve conflicts;</li> <li>• Discuss and review change requests and possibly approve/reject.</li> </ul>
<b>Location</b>		Hosted rotatively by consortium partners
<b>Frequency</b>		Every six months on dates to be agreed
<b>Chairperson</b>		Project Coordinator (PC) (or delegated person if Project Coordinator (PC) cannot attend)
<b>Minutes by</b>		Project Coordinator (PC)
<b>Attendees</b>		General Assembly (GA) Project Team (PT)
<b>Agenda Items</b>		Project status review (presentation of project status report) <ul style="list-style-type: none"> <li>• Project status: deliverables, milestones and KPIs;</li> <li>• Ongoing work in each WP;</li> <li>• Events of potential interest for the project;</li> <li>• Major risks, issues &amp; actions monitoring;</li> <li>• Next meetings;</li> <li>• Discuss open issues.</li> </ul>
<b>Distribution list</b>		All attendants invited.
<b>Media</b>		<ul style="list-style-type: none"> <li>• Project Status Report will be written in MS-Word document, and sent by e-mail; and</li> <li>• Updated decisions log;</li> <li>• Updated action list;</li> <li>• Updated Project Dashboard;</li> <li>• Meeting minutes written in MS-Word, available in the project document repository, and link sent by e-mail.</li> </ul>

<b>MEETING</b>		<b>Review Meeting</b>
<b>Purpose</b>		<ul style="list-style-type: none"> <li>• Management Review meeting;</li> <li>• Meeting discussing about project progress.</li> <li>• Topics to be discussed: results achieved, budget expenditure, pln for next period, major scope changes, confirming alignment to portfolio goals and objectives.</li> </ul>
<b>Location</b>		No specific location. Defined by the Granting Authority and the Project Coordinator in time.
<b>Frequency</b>		Twice during the project: on M13/M14 and M30/M32.
<b>Chairperson</b>		Project Officer (PO)
<b>Minutes by</b>		Project Officer (PO)
<b>Attendees</b>		Project Officer, Reviewers, Project Coordinator (PC), Project Core Team (PCT), General Assembly (GA)
<b>Agenda Items</b>		<ul style="list-style-type: none"> <li>• Evaluation of submitted deliverables;</li> </ul>

	<ul style="list-style-type: none"> <li>• Evaluation of current status with respect to project scope and project budget;</li> <li>• Problems encountered and actions taken;</li> <li>• Plan for next period;</li> <li>• • Formal approvals and Project Officer and Reviewers feedback.</li> </ul>
<b>Distribution list</b>	All participants invited
<b>Media</b>	<ul style="list-style-type: none"> <li>• Project Periodic Report;</li> <li>• Deliverables submitted;</li> <li>• Presentations made by the consortium;</li> <li>• Project Review Report.</li> </ul>

In addition to these meetings, each work package has the autonomy to define meetings needed to carry out the work of all tasks.

### 10.3 PROJECT REPORTS

Reports may be produced to show the status of the project or a particular work package or the collected required measures etc. This section documents how the reports will be distributed and the standard format for the project reports.

REPORT	Project Status Summary
<b>Purpose</b>	The Project Status Summary provides summary information regarding overall project performance (rather than detailed task-level information). The report includes the status of deliverables and milestones for the current reporting period and provides forecasts for future performance periods. It also summarises ongoing work on each work package and lists upcoming meetings and events.
<b>Frequency</b>	Every two months
<b>Author</b>	Project Coordinator (PC), Project Core Team (PCT)
<b>Distributed to</b>	General Assembly (GA), Project Team (PT)
<b>Media</b>	Word document
<b>Reference to</b>	To be stored on the project Sharepoint

REPORT	Project Status Report
<b>Purpose</b>	The Project Status Report provides summary information regarding overall project performance (rather than detailed task-level information). It includes tracking information for the budget, schedule, scope/changes, risks, and issues. The report also reports on the status of milestones for the current reporting period and provides forecasts for future performance periods. The report also summarises any interactions with the Granting Authority, and lists upcoming meetings or events relevant for the project. This report provides more detail than the Project Status Summary.
<b>Frequency</b>	Every six months

<b>Author</b>	Project Coordinator (PC), Project Core Team (PCT)
<b>Distributed to</b>	General Assembly (GA), Project Team (PT)
<b>Media</b>	Word document
<b>Reference to</b>	To be stored on the project Sharepoint

<b>REPORT</b>	<b>Project Periodic Report</b>
<b>Purpose</b>	The Project Progress Report provides a high-level overview of the entire project and its actual status. It includes a technical and a financial part. The technical part provides details on deliverables, milestones, risks, communication and dissemination activities, and results (Part A), and a narrative description of the work carried out during the reporting period. The financial part includes the individual financial statements of each partner and a summary financial statement of the project.
<b>Frequency</b>	Two times during the project: M13-M14, and M31-M32.
<b>Author</b>	Project Coordinator (PC), Project Core Team (PCT), General Assembly (GA)
<b>Distributed to</b>	Granting Authority, General Assembly (GA)
<b>Media</b>	PDF file
<b>Reference to</b>	Funding & Tenders Portal

#### 10.4 SUMMARY TABLE

<b>Item Name</b>	<b>Audience (summary)</b>	<b>Responsible person</b>	<b>Frequency</b>	<b>Media of Communication</b>
<b>Kick-off Meeting</b>	Project Officer (PO) Project Coordinator (PC) Project Team (PCT) General Assembly (GA) Other project roles or stakeholders (optional).	Project Coordinator (PC)	Once at Project Level.	Meeting and Meeting minutes
<b>Project Core Team (PCT) Meeting</b>	Project Coordinator (PC) Technical Manager (TM) Deputy Technical Manager (DTM) Work Package Leaders (WPL)	Project Coordinator (PC)	Monthly on the third Wednesday, 16:15 – 17:30 CET	Meeting minutes Updated action list Updated project dashboard.
<b>General Assembly (Online)</b>	General Assembly (GA) Project Team (PT)	Project Coordinator (PC)	Every two months on the first Tuesday, 13:30 – 15:30 CET	Project Status Summary Updated

Item Name	Audience (summary)	Responsible person	Frequency	Media of Communication
				decisions log Updated action list Updated Project Dashboard Meeting minutes
<b>General Assembly (Physical)</b>	General Assembly (GA) Project Team (PT)	Project Coordinator (PC)	Every six months. Specific date and location to be defined.	Project Status Report Updated decisions log Updated action list Updated Project Dashboard Meeting minutes
<b>Project Review Meeting</b>	Project Officer (PO) Reviewers Project Coordinator (PC) Project Core Team (PCT) General Assembly (GA)	Project Officer (PO)	Twice during the project: on M13/M14 and M30/M32.	Project Periodic Report Project Review Report
<b>Project Status Report</b>	General Assembly (GA), Project Team (PT)	Project Coordinator (PC)	Every two months (following the frequency of the online General Assembly).	Word document
<b>Project Progress Report</b>	General Assembly (GA), Project Team (PT)	Project Coordinator (PC)	Every six months (following the frequency of the physical General Assembly).	Word document
<b>Project Periodic Report</b>	Granting Authority, General Assembly (GA), Project Team (PT)	Project Coordinator (PC)	Two times during the project: M13-M14, and M31-M32.	PDF Document