

WP1 – Project management

D1.1 – Project management plan



*The INTERLINK project is co-funded by the European Union.
Horizon 2020 - DT-GOVERNANCE-05-2020 - Grant Agreement No 959201*

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|---------------------------|---|
| Project acronym | INTERLINK |
| Project full title | Innovating goverNment and ciTizen co-dEliveRy for the digitaL sINgle marKet |
| Call identifier | DT-GOVERNANCE-05-2020 |
| Type of action | RIA |
| Start date | 01/01/2021 |
| End date | 31/12/2023 |
| Grant agreement no | 959201 |

| | |
|----------------------------|---|
| WP | WP1 – Project management |
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| Editor(s) | N/A |
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| Leading Partner | FBK |
| Version | v1.0 |
| Deliverable Type | R |
| Dissemination Level | PU |
| Date of Delivery | 30/06/2021 |
| Submission Date | 30/06/2021 |

VERSION HISTORY

| Version | Issue Date | Status | Changes | Contributor |
|---------|------------|-----------|-----------------------------------|---|
| v0.2 | 21/6/2021 | Pre-final | Version sent for review | Danilo Giampiccolo |
| v1.0 | 30/06/2021 | Final | Revisions by reviewers integrated | Icy Fresno Anabo (DEUSTO), Quentin Fontaine (UCL), Danilo Giampiccolo (FBK) |

ACRONYMS

| ABBREVIATED | EXTENDED |
|-------------|-----------------------------|
| AB | Advisory board |
| EAB | Ethics Advisory Board |
| KPI | Key Performance Indicator |
| PC | Project Coordinator |
| PM | Project Manager |
| PMB | Project Management Board |
| PMP | Project Management Plan |
| PO | Project Officer |
| QAP | Quality Assurance Procedure |
| UC | Use Case |
| WP | Work Package |

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Executive summary

This document is the deliverable “D1.1 – Project Management Plan” of the European project “INTERLINK - Innovating governNment and ciTizen co-dEliveRy for the digital sINgle marKet” (hereinafter also referred to as “INTERLINK”, Grant Agreement No 959201).

The INTERLINK Project Management Plan (PMP) is the main planning document and describes how major aspects of the project are managed, monitored and controlled. It is intended to provide guidance and direction for specific management, planning, and control activities such as schedule, cost, risk, communication, quality, etc. The focus of this document is to describe the approaches being taken in the project to manage the various work packages, share and store documents, communicate among Consortium members, control the quality of project deliverables, identify and mitigate risks associated with the project.

Benefits of creating a PMP include:

- clearly define roles, responsibilities, processes and activities;
- increase probability that projects will be completed on-time, within budget, and with a high degree of quality;
- ensure understanding of what was agreed upon;
- help project teams identify and plan for how project activities will be managed (budget, quality, schedule, etc.).

The PMP is a work-in-progress kind of document that will be continuously updated throughout the project. The main updates will concern project KPIs, project risks and ethical concerns, and will be periodically updated at the meetings of the PMB. Every time the PMP will be updated, the new version will be uploaded in the INTERLINK website.

The intended audience of the INTERLINK PMP consists of members of the INTERLINK Consortium and the Project Officer (PO).

1 Introduction

Deliverable 1.1 details the Project Management Plan of the INTERLINK project. The purpose of this document is to provide a documented plan for the management and control of the organizational, developmental and supporting processes necessary to the successful implementation of the INTERLINK project.

It outlines the goals and objectives and organizational structure; defines the responsibilities and roles of project participants; identifies the interactions among project partners; and specifies the general procedures and management tools that are implemented to ensure effective project management and successful project completion.

The development of the PMP is an evolving process: the PMP will be updated and revised as needed. The main updates will concern project KPIs, project risks, and ethics issues: these aspects will be revised during the regular meetings of the project boards. At least once a year, the Project Manager will illustrate the updates of the PMP to the Project Management Board, asking for official approval. After the approval, the updated PMP will be uploaded to the INTERLINK website. Revisions to the PMP will include periodic updates to the plan, especially related to project budget schedule, and risks. The PM will be responsible for the maintenance of and subsequent revisions to the PMP.

The project management process and procedures included in this PMP are based on the Project Management Body of Knowledge the PMBOK® Guide, 6th Edition (2017), published by the Project Management Institute.

The INTERLINK project is employing a standard project management approach based on documented timelines, regular communications, active follow up, and formal quality control and risk mitigation processes. To support its project management approach, the INTERLINK project will use cloud-shared, history-enabled, synced folders (provided by Google Drive service) and a set of dedicated conference calls, mainly performed through the GoToMeeting videoconference platform where a dedicated project account has been activated. The combination of these solutions provides the team with facilities for sharing and managing of documents, managing work package tasks, tracking progress against task deliverables, scheduling meetings and discussions, and generally ensuring that the distributed project team can pro-actively collaborate to meet project requirements.

In order to ensure that regular progress reports are produced on time by deliverable leaders, FBK created procedures and templates. These procedures have been finalized to assure that actual resource consumption is tracked against plan, that any deviations from the plan are quickly surfaced and appropriate risk mitigation actions taken.

To facilitate ongoing reporting activities and project teamwork, email lists have been created. In addition, a project website (<https://interlink-project.eu/>) has been developed to support the team's dissemination and exploitation activities.

Finally, formal quality control and risk management processes have been established so that project deliverables meet the operational criteria so that any deviations from plan are properly addressed.

2 Overview of INTERLINK project

INTERLINK aims to overcome the barriers preventing administrations to reuse and share services with private partners (including citizens) by developing a novel collaborative governance model that merges the enthusiasm and flexibility of grassroots initiatives with the legitimacy and accountability granted by top-down e-government frameworks. The foundational concept is that a solution incorporating the strengths of these two approaches will be able to overcome their individual limitations, namely lack of involvement of private actors, transparency and trust for “top-down” initiatives and lack of sustainability, accountability, and legitimacy for “bottom-up” initiatives.

To enable this, INTERLINK will provide a set of digital building blocks, called “Interlinkers”, which implement the defined governance model and standardize the basic functionalities needed to enable private actors to co-operate in the delivery of a service (organization, communication, scheduling, monitoring, etc.). In this way, the new shared service will maintain the effectiveness of digital solutions adopted in grassroots initiatives to support self-organization and make collective decisions, and at the same time fulfil the technical and legal requirements necessary for adoption by Public Administrations (PAs).

The INTERLINK multidisciplinary Consortium will deliver the new governance model and Interlinkers within a technological framework and operational platform based on an open software system leveraging on mobile communications, facilitating the co-production of services between PAs and private stakeholders. The solution will be customised, deployed and evaluated on three use-cases within the partner PAs: the Italian Ministry of Economy and Finance (MEF), the Latvian Ministry of Regional Development (VARAM), and the City of Zaragoza (ZGZ). Lessons learned in the three use cases will be generalized to deliver a re-usable solution across Europe.

2.1 Project milestones

For a correct tracking of progress, the INTERLINK project adopts a work plan with six Milestones. Table 1 presents the list of Milestones.

Table 1: List of milestones

| Mil. number | Milestone name | Related WPs | Est. date | Means of verification |
|-------------|---|----------------|-----------|--|
| Mil1 | First version of INTERLINK requirements | WP2, WP4, WP6, | M6 | INTERLINK use-case requirements defined for the three use-cases. Technological and legal related requirements have been collected. The state-of-the-art have been reviewed and selected. |
| Mil2 | First release of INTERLINK Platform | WP2-4, WP6 | M16 | Preliminary governance models and technical components developed in WP2-3, respectively, and their integration in the INTERLINK Platform, following requirements |

| | | | | |
|------|---|------------|-----|--|
| | | | | and recommendations developed in WP4 and WP6. |
| Mil3 | Evaluation results of first use-case phase | WP4, WP5 | M20 | Successful validation of INTERLINK Platform and governance model by the three use-cases in a closed experiment. Successful achievement of use-case KPIs defined in WP5. |
| Mil4 | Second release of INTERLINK Platform | WP2-4, WP6 | M26 | Improved version of INTERLINK Platform, following lessons learnt in the first use-case validation, with improved versions of technical components, governance models and co-business models. |
| Mil5 | Evaluation results of second use-case phase | WP4, WP5 | M32 | Successful validation of the second release of INTERLINK Platform by the three use-cases in a near-operational environment. Successful achievement of use-case KPIs defined in WP5. |
| Mil6 | Final release of INTERLINK solution | WP1-7 | M36 | The version of INTERLINK solution, including INTERLINK Platform and Governance model, with plans for sustainability and business exploitation. |

2.2 Project deliverables

Table 2 summarizes the INTERLINK deliverables.

Table 2: List of deliverables

| ID | Deliverable name | WP# | Short name of lead participant | Type ¹ | Dissem. level | Delivery date |
|------|------------------------------|-----|--------------------------------|-------------------|---------------|---------------|
| D1.1 | Project management plan | 1 | FBK | R | PU | M6 |
| D1.2 | Periodic activity report | 1 | FBK | R | PU | M20 |
| D1.3 | Final activity report | 1 | FBK | R | PU | M36 |
| D2.1 | Preliminary governance model | 2 | RU | R | PU | M16 |

¹ **R**: Document, report (excluding the periodic and final reports), **DEM**: Demonstrator, pilot, prototype, plan, designs, **DEC**: Websites, patents filing, press & media actions, videos, etc., **OTHER**: Software, technical diagram, etc.

| | | | | | | |
|------|---|---|--------|-----|----|-----|
| D2.2 | Advanced governance model | 2 | RU | R | PU | M32 |
| D2.3 | Governance performance indicators | 2 | RU | R | PU | M16 |
| D2.4 | Co-business model specification and analysis | 2 | CNS | R | PU | M16 |
| D2.5 | Guidelines for co-exploitation processes | 2 | CNS | R | PU | M32 |
| D3.1 | Identification and specifications of Interlinkers | 3 | FBK | R | PU | M10 |
| D3.2 | Initial repository of Interlinkers and partnership tools | 3 | FBK | OTH | PU | M16 |
| D3.3 | Final repository of Interlinkers and partnership tools | 3 | FBK | OTH | PU | M28 |
| D4.1 | List and description of the socio-technical requirements | 4 | FBK | R | PU | M6 |
| D4.2 | Reference architecture model and specification | 4 | TREETK | OTH | PU | M12 |
| D4.3 | First release of INTERLINK platform and community portal | 4 | TREETK | OTH | PU | M16 |
| D4.4 | Second release of INTERLINK platform and community portal | 4 | TREETK | OTH | PU | M28 |
| D4.5 | Final release of INTERLINK platform and community portal | 4 | TREETK | OTH | PU | M36 |
| D5.1 | Use-case plans and guidelines v1 | 5 | DEUSTO | R | PU | M16 |
| D5.2 | Community building and preliminary use-cases activities | 5 | VARAM | R | PU | M12 |

| | | | | | | |
|------|--|---|-----------|-----|----|-----|
| D5.3 | Use-case deployment and operation report v1 | 5 | DEUSTO | R | PU | M20 |
| D5.4 | Use-case plans and guidelines v2 | 5 | DEUSTO | R | PU | M28 |
| D5.5 | Use-case deployment and operation report v2 | 5 | DEUSTO | R | PU | M32 |
| D6.1 | Data management plan | 6 | UCLouvain | R | PU | M6 |
| D6.2 | Initial report on legal requirements | 6 | UCLouvain | R | PU | M12 |
| D6.3 | Template documentation for EU privacy compliance | 6 | UCLouvain | R | PU | M16 |
| D6.4 | Report on legal requirements | 6 | UCLouvain | R | PU | M28 |
| D6.5 | Ethics compliance report | 6 | UCLouvain | R | PU | M28 |
| D7.1 | Project website | 7 | DEDA | DEC | PU | M3 |
| D7.2 | Dissemination and communication plan | 7 | DEDA | R | PU | M6 |
| D7.3 | Innovation strategy plan | 7 | DEDA | R | CO | M12 |
| D7.4 | Dissemination and clustering activities report v.1 | 7 | DEDA | R | PU | M20 |
| D7.5 | Dissemination and clustering activities report v.2 | 7 | DEDA | R | PU | M36 |
| D7.6 | Sustainability and exploitation plan | 7 | DEDA | R | CO | M36 |

3 Project organization

The INTERLINK Consortium is comprised of ten partners and is coordinated by Fondazione Bruno Kessler (FBK) in Trento. The partners of the INTERLINK Consortium hold considerable and long-lasting experience with EU research projects. FBK in particular has a strong experience in coordinating European research projects, and expert FBK staff supports all administrative, legal and financial tasks.

The Consortium composition shown in Table 3 results in a dynamic, focused and strategically balanced group between academia, public administration and industry.

Table 3: Consortium composition

| Beneficiary No * | Participant organisation name | Participant short name | Country |
|------------------|--|------------------------|---------|
| 1 | Fondazione Bruno Kessler | FBK | IT |
| 2 | Universidad de la Iglesia de Deusto | DEUSTO | ES |
| 3 | Tree Technology SA | TREETK | ES |
| 4 | Radboud University | RU | NL |
| 5 | Cloud'N'Sci Ltd | CNS | FI |
| 6 | Université Catholique de Louvain | UCLOUVAIN | BE |
| 7 | Dedagroup Public Services | DEDA | IT |
| 8 | Ministero dell'Economia e Finanze | MEF | IT |
| 9 | Vides Aizardibas un Regionalas Attistibas Ministrija | VARAM | LV |
| 10 | Ayuntamiento de Zaragoza | ZGZ | ES |

3.1 Management structure

The coordination of the INTERLINK project requires special attention to the management of multi-disciplinary activities in order to define an organization that meets the overall INTERLINK objectives, with the right balance between rigor and flexibility and giving room to innovation and creativity. Special attention must also be paid to the content of each WP in order to ensure the maximum consistency and solidity in the project.

The main objective of the management is to ensure that all project-related tasks are performed successfully and comply with contractual requirements. The key features for successful project management are:

- a management organization that is matched with the project complexity;
- efficient communications within the organization;
- clear definition of contractual requirements and relationships;
- adequate planning and control procedures;
- and comprehensive quality and risk management frameworks.

In order to achieve efficient project implementation, the structures of the Work Packages (WPs) and their related tasks have been defined with the aim of minimizing overlap

between different activities. Figure 1 shows the relation among tasks and WP in the INTERLINK work-plan. This allows the definition of clear responsibilities, roles and objectives for all project resources. Within the project, each partner has a clear responsibility and lines of reporting: each task activity in a WP is led by a partner, acting as the task leader that reports and interacts with the work package leaders, and coordinates the technical work in the task according to the project and WP objectives.

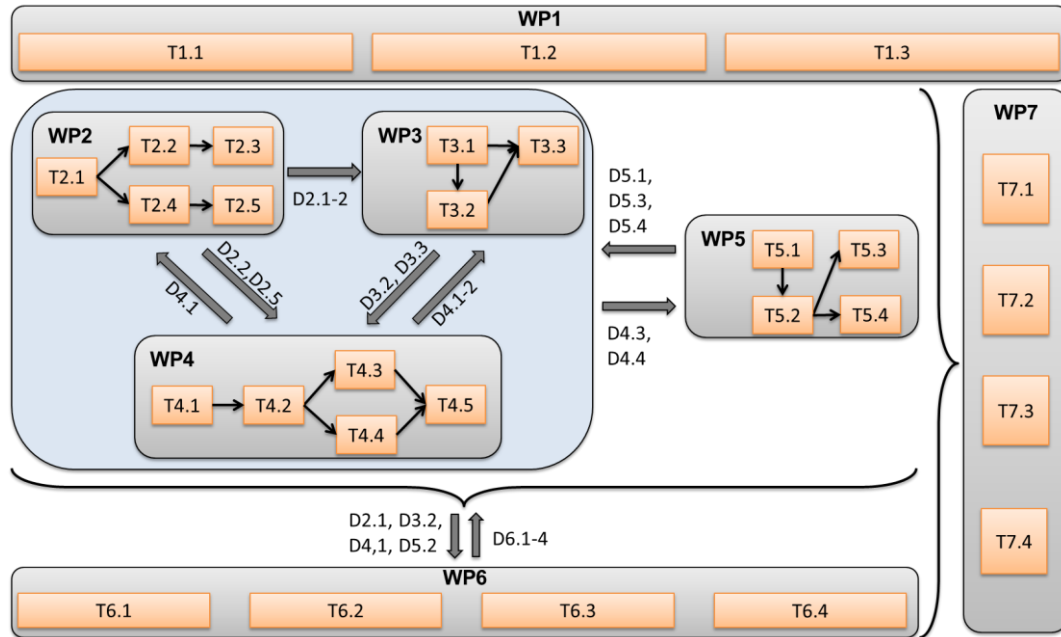


Figure 1: INTERLINK work-packages and their relations

3.2 Roles and responsibilities

INTERLINK's organisation, designed by capitalizing on the extensive experience of the Consortium partners in European-funded projects, is aimed at responding to the needs of a project characterized by an ambitious activity plan and a heterogeneous and complementary Consortium of universities, research centres, public administrations and SMEs.

The INTERLINK project management structure is as follows:

- the **Project Coordinator (PC)**, acting as the general manager and overseeing the technical progress of INTERLINK;
- the **Project Manager (PM)**, supporting the PC in administrative, financial and management issues;
- the **Innovation Manager (IM)**, in charge of boosting the adoption of INTERLINK results outside the INTERLINK Consortium;
- the **Work Package Leaders (WPL)**, responsible for the successful execution of the work packages;
- the **Project Management Board (PMB)**, chaired by the PC and consisting of one representative of each partner of the Consortium;

- the **Ethics Advisory Board (EAB)**, supporting the PMB in dealing with ethics, privacy and data protection-related issues;
- the **Advisory Board (AB)**, as external consultant body to the PMB.

The interactions between the different actors and bodies are shown in Figure 2.

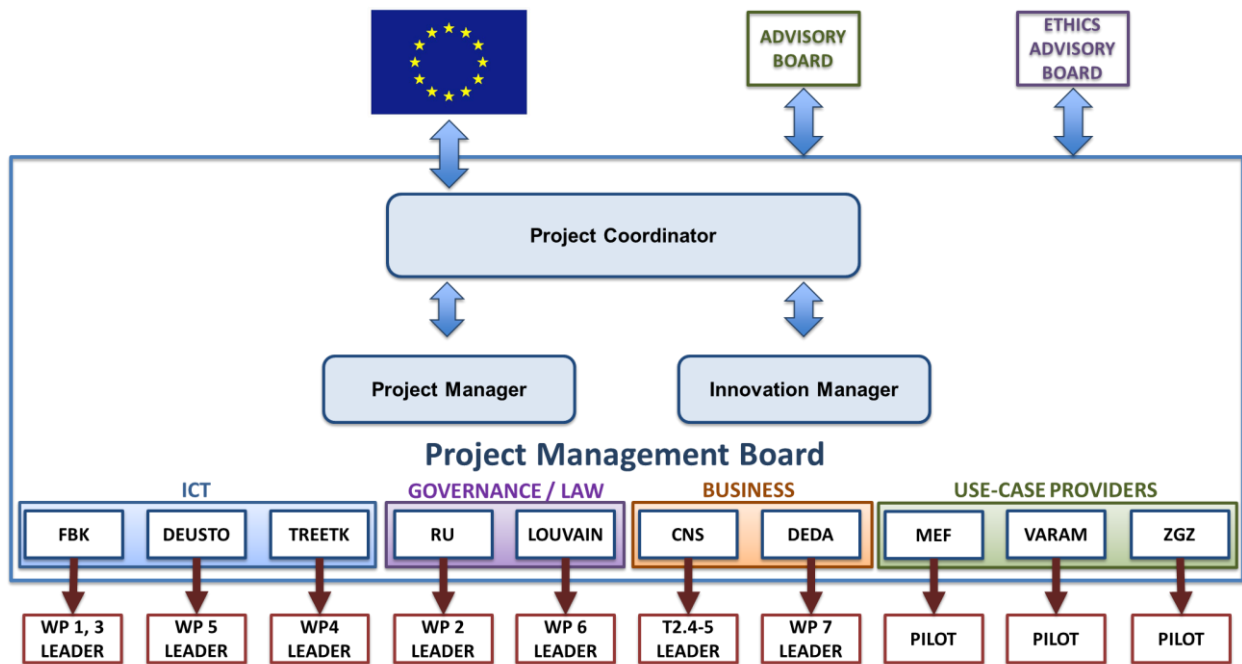


Figure 2. INTERLINK management structure

In more detail, the roles and their responsibilities are as follows:

Project Coordinator (PC) – Matteo Gerosa (FBK), male

Responsibilities: The PC will be the primary responsible for the INTERLINK project and will act as the intermediary between the Consortium and the European Commission. He will also be responsible for the overall coordination of the project execution, and will work on the day-to-day management of the project in collaboration with the Project Manager. The PC will also chair the meetings of the Project Management Board. With the help of the project manager, the PC will develop the Project Management Plan, which will be updated throughout the period of the project, representing the primary source of information on how the project will be planned; executed; monitored and controlled; and closed. This plan will contain responsibilities assigned throughout the team for achieving and maintaining quality; monitoring and controlling all types of procedures adopted to manage the project, e.g. reporting procedures, specifying frequency, format and quality standards of project documents; procedures to solve conflicts; procedure to ensure financial control, etc.

Project Manager (PM) – Danilo Giampiccolo (FBK), male

Responsibilities: the PM will be responsible for overseeing the Administrative and Financial Management of the project, managing advance payments, transfer of the sums

allocated among the contractors as per budget and record keeping of EC payments allocated/paid to the contractors. The PM will also support the PC in making sure that the project will be managed using the highest standards and procedures in compliance with the recognised international standards for project management set by the *Project Management Institute (PMI)* and will respect the constraints of *scope, cost, time* and *quality*, by leveraging on an extensive experience in project management practices.

Innovation Manager (IM) – Luigi Zanella (DEDA), male

Responsibilities: will be in charge of promoting the adoption of INTERLINK results outside the INTERLINK Consortium. The IM will take care of contacts with organizations that may be a potential user of the INTERLINK platform, and will consider especially adoption in the long term, once the project has finished. He will work in close touch with the PC and with the PM. He will supervise the exploitation activities of the individual partners and coordinate the elaboration of an exploitation plan. In order to fulfil this goal, the IM will personally act as the WP7 leader, and will also be in charge of promoting the adoption of an innovation-oriented mind-set by all project partners in all project activities, in line with the principles of the INTERLINK innovation management approach.

Work Package Leaders

Composition: Each WPL is appointed by the organisation responsible for each WP.

Responsibilities: each WPL will be responsible for the planning, progress control, quality management and the successful completion of its WP and of the interactions with the other WPs according to the work plan. Their activities will include:

- keeping WP on track and report WP status to the PC;
- planning, distributing among WP partners actions transmitted by the PC and monitoring their execution;
- supervising the work of the WP team, identify problems and risks and when necessary propose revisions of the WP plan.

Project Management Board (PMB)

Composition: The Project Management Board (PMB) will be chaired by the PC and will consist of an appointed representative from each partner. The PC will also act as the FBK representative. The PMB will include the PM and the IM, who will however participate without voting rights.

Responsibilities: The members of the PMB will be nominated during the kick-off meeting. These appointed representatives will be delegated by the Consortium partners and have their full support.

This board, chaired by the PC, will bear the highest decision-making responsibilities and policy setting powers; it will be the collective decision-making body of the Consortium and will be in charge of all technical and management decisions. The PMB will monitor the performance of the Consortium Agreement in which several matters of high relevance to the project and the Consortium – such as IPR; confidentiality and exploitation issues; conflict resolution; decision-making procedures; agreements mechanisms; and voting rights, etc. -- will be formally defined. The board will also be responsible for monitoring the project progress; approving the Project Management Plan and any amendments to it; preparing and approving amendments to the implementation plan and to the Grant Agreement; assessing project risks; deciding on budget-related matters; reviewing the

policy and strategy for dissemination and exploitation; identifying, monitoring and resolving any IPR issues; resolving inter-partner conflicts during the project, whenever not successfully mediated by the PC; and deciding to prematurely terminate the project if deemed necessary.

Meetings: summoned at least every 4 months or upon request of one of the partners. Meetings may be carried out either via teleconference or face-to-face.

Advisory Board - The AB will consist of experts and potential users of project outcomes, who can provide early feedback and guidelines to the INTERLINK project. The AB nominated after the initial meeting of the PMB, consists of external experts representatives of PA, local organizations of professionals; enterprises working in the PA sector internationally renowned researchers in the communities relevant to INTERLINK such as Public Governance, ICT, etc.

Meetings - The AB will interact with the Consortium via email and during annual meetings held in videoconference.

Ethics Advisory Board – The EAB will be composed of at least three Ethics Advisers (EA) external to the project, independent from the project partners and free from any conflict of interest. EAB members will be appointed after the initial meeting of the PMB.

Responsibilities: The EAB will support the PMB in dealing with ethics, privacy and data protection-related issues and in putting in place the procedures to handle them appropriately.

The general responsibilities of the EAB include:

- Maintaining an overview of the work throughout the whole course of your project and help the Consortium to think ahead about possible problems that might arise and how they can be addressed (i.e. checking for compliance with ethical standards within the relevant research fields);
- Creating reports (statements) about the ethical acceptability of the planned research. One updated version of this deliverable will be sent after the first meeting of the above-mentioned Committee, which will define ethical and societal aspects that should be taken into account during the project lifespan, both when collaborating with project participants and when defining the functionalities of the final INTERLINK platform/services. This updated version will be delivered before the start of the piloting activities;
- Reporting the progress of how the ethical issues are addressed will be provided in “D1.2 Intermediate activity report” (M24).

Further specific responsibilities of the EAB include:

- Providing detailed information on the relevant project activities to the Data Protection Authorities of the involved Member States on the source and secondary use of the data. Their approvals will be sent to the EU Commission and reported through deliverable D1.2 - *Periodic activity report* (24).
- Submitting any further copies of its ethical approvals/opinions/notifications to the EU Commission, reported via deliverable D1.2 - *Periodic activity report* (M24), prior to the commencement of each relevant WP that collects or processes data, and where applicable.

- Collecting free and fully informed consent of the persons concerned ('data subjects');
- Besides these documents, and where applicable, providing the EU Commission with further detailed information on the source of the data, privacy/confidentiality, and the procedures that will be implemented for data collection, storage, access, sharing policies, protection, retention and destruction. Confirmation that they comply with European and national legislation will also be included (i.e. via the above-mentioned "D1.1 Project management plan" and "D1.2 Intermediate activity report").

Meetings: the EAB will be summoned at least every year, or whenever an issue that requires its convocation arises. Meetings will be mostly held via teleconference. The PMB members will also be invited as listeners to the EAB meetings in order to keep the management body of the project up to date with the ethical issues that may arise.

The management structure based on roles described above provides a good balance between striving for a light organizational load and detailing a structure that fits with the complex of a project like INTERLINK. The above roles have very clear responsibilities with no overlap, as shown in Table 4.

Table 4: Management figures and responsibilities

| Category | Responsibility | Roles and Bodies |
|--|---|---|
| General Management | Overall direction and major decisions of the project; communication, control and corrective measures | - Project Coordinator - Project Management Board |
| Financial and day-to-day management | Supervision of deliverables preparation and submission, organisation of project meetings and reviews, control overall project expenditure, cost report collection, check and payment | - Project Manager |
| Scientific and technical management | Coordination of operative efforts on a scientific, technical, services and business-related basis, responsible for scientific, technical and business decisions | - Project Coordinator - WP Leaders |
| Consultancy, Exploitation, Dissemination | Monitoring, consultancy feed-back, exploitation and dissemination of the results of the technology-driven project in order to provide fundamental impact and boot the adoption of project results outside the Consortium. | - Innovation Manager - Advisory Board - Ethics Advisory Board |

3.2.1 Responsibility assignment

Work done in the project is globally divided in 7 work packages. Each WP is composed of Tasks. Each task has a responsible person that monitors its progress, takes decisions about work distribution at that level, informs about its status to the upper level, transfers actions from the upper level and assigns them to the proper entity. Details about WP leaders are given in Annex 1.

3.3 Consortium procedures

Day-to-day scientific and management decisions are taken by the PC. Strategic decisions and major technical and operational decisions (like any reschedule of deliverables, milestones, tasks, effort) are taken by the PMB, which has the highest decision-making responsibility and policy setting power.

The decisions of the PMB will be validly made with two-thirds (2/3) of its members present or represented (quorum). Each member will have one vote. Defaulting Parties may not vote. In case of conflict resolution voting, a majority of 80% is required. The PC mediates and participates in all important decisions.

Any decision may also be taken without a meeting if the PC circulates to all members a written document which is then signed by the defined majority of members. Such document shall include the deadline for responses. Decisions will only be binding once the relevant part of the minutes has been accepted.

A member who can show that its own work, time for performance, costs, liabilities, intellectual property rights or other legitimate interests would be severely affected by a decision of the Project Management Board may exercise a veto with respect to the corresponding decision or relevant part of the decision. When the decision is foreseen on the original agenda, a member may veto such a decision during the meeting only. When a decision has been taken on a new item added to the agenda before or during the meeting, a member may veto such decision during the meeting and within 15 days after the draft minutes of the meeting are sent. In case of exercise of veto, the members shall make every effort to resolve the matter that occasioned the veto to the general satisfaction of all members. A Party may not veto decisions relating to its identification as a Defaulting Party. The Defaulting Party may not veto decisions relating to its participation and termination in the Consortium or the consequences of them. A Party requesting to leave the Consortium may not veto decisions relating thereto.

The PC shall produce written minutes of each meeting that shall be the formal record of all decisions taken. He shall send draft minutes to all members within 15 calendar days of the meeting. The minutes shall be considered as accepted if, within 15 calendar days from sending, no member has sent an objection in writing to the PC with respect to the accuracy of the draft of the minutes. The PC shall send the accepted minutes to all the members of the Project Management Board.

The Project Management Board shall be free to act on its own initiative to formulate proposals and take decisions in accordance with the procedures set out.

3.4 Conflict resolution

Conflict is not expected to be a significant factor since the roles of each partner have been well defined so as to avoid any misunderstandings that might occur later in the project.

The resolution of problems and conflicts is handled systematically. Establishing a good working relationship among the project team members is a prerequisite for the quick resolution of problems and issues.

Conflict resolution is based on the principle that any dispute should be resolved amicably and as close to the source as possible, thus, conflicts at a local level are managed by the people involved (e.g. a dispute between the partners engaged in a WP should be addressed by that WP team).

Conflicts which cannot be solved internally are taken through a “principled negotiation” process that is focused on optimising outcomes and maximising the benefits of all parties involved.

In case of conflicts arising within the Consortium regarding the carrying out of the project or other matters related to the project itself, the following steps are taken:

- The parties will try to resolve the conflict issue amicably between them;
- If a conflict cannot be resolved at a lower level, it will be raised to the PC; for conflict resolution on technical aspects, the PC is in charge of proposing an alternative. If this is agreed, the issue is solved;
- If this attempt fails the question will be brought to the first scheduled meeting of the PMB, or in case of urgency, an ad hoc meeting of the PMB will be called for by the Project Coordinator, upon request of a PMB member;
- The question will be discussed within the PMB, and the PC will try to solve it by consensus; the PMB will decide which procedure will be followed, and the corresponding correction measures that should be taken. The partner that provokes the conflict will declare acceptance of the procedure and the corrective measures.
- If the conflict cannot be resolved, the PC will declare the partner not aligned with the project execution and the Consortium will ask for a contract termination for the participant concerned, with the contractually stated consequences. The PO will be immediately notified of the situation and of the measures to be taken in order to solve it. An appropriate review of the work plan will be suggested by the PC, approved by the PMB and sent to the commission for acceptance.
- In case it is decided (by the PC or PMB) that a conflict resolution will involve a voting procedure among partners, a majority of 80% will be required for the decision to go ahead (8 out of 10 partners).

3.5 Stakeholders (Internal and external)

Management of stakeholders’ engagement is carried out within WP5, although there are strong links with WP7 concerning both dissemination and exploitation activities. Stakeholders are considered key drivers to project exploitation so their selection must take in consideration all the actors pivotal for the achievement of the project’s goals.

A first exercise to identify all key stakeholder categories is summarised in Table 5.

Table 5: Preliminary list of INTERLINK stakeholders

| ID | Description | Interest(s) | Observations |
|-------|-----------------------------|---|---|
| STK#1 | Project partners | Actively participate in the project | No engagement needed |
| STK#2 | Public administrations | Interested in using Interlinkers to co-create and co-deliver new services | Dedicated engagement activities |
| STK#3 | Private citizens | Potentially interested in being involved in the co-creation and co-delivery of new services | Dedicated community building and engagement activities required |
| STK#4 | Businesses and associations | Interested in exploiting INTERLINK to co-create and co-deliver services designed around their needs | Local websites designed to engage them |
| STK#5 | European Commission | Project enabler, research outcomes and their evaluation | No engagement needed |
| STK#6 | Scientific community | Scientific exploitation of achieved results | Scientific dissemination designed to support their engagement |

For each identified stakeholder category, an analysis of their interests and whether those interests are in favour or against the goals of the project is conducted by the WP5 leader, and the PMB together with the PC and PM. For those stakeholders that are deemed appropriate, pro-active engagement plans are defined and conducted.

A review of the stakeholder list is being done on a regular basis to identify new (if any) stakeholders and to assess the engagement and attitude of each stakeholder. When needed, new engagement plans will be defined and launched, and already existing engagement plans will be modified.

Details on the procedures and criteria that are used to identify/recruit participants in the project are included in the deliverable D5.2 *Community building and preliminary use case activities*.

4 Project schedule

An overall INTERLINK high-level schedule has been prepared by the PM to include the different phases and milestones of the project as

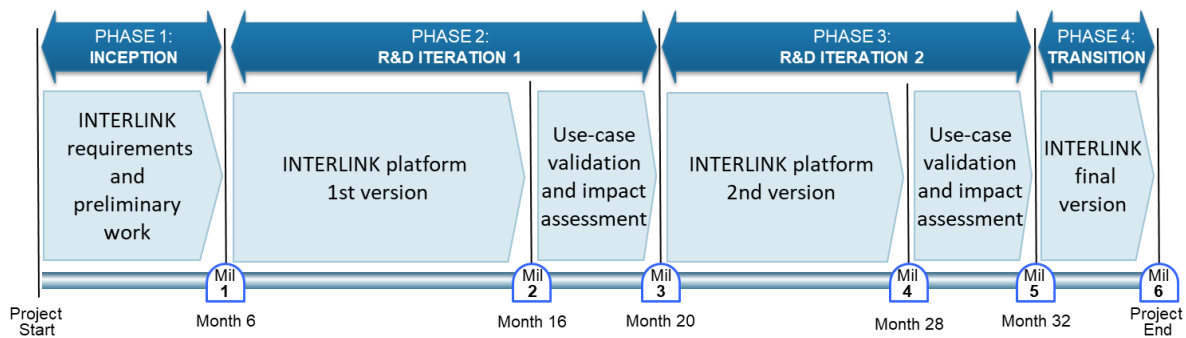


Figure 3 shows.

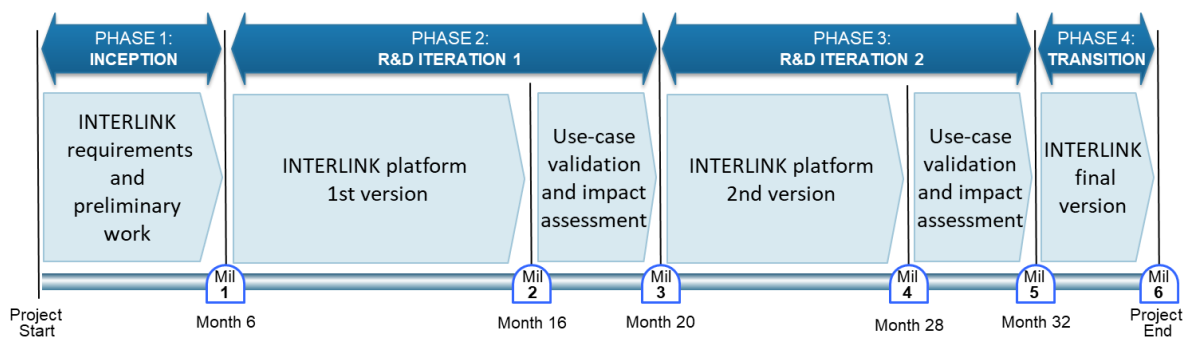


Figure 3: INTERLINK project phases

The detailed timing of the INTERLINK work-plan (Gantt chart) is given in Annex 2 of this document which constitutes the baseline. The project schedule is updated monthly to reflect the progress of the work. This section also addresses how action items are documented, tracked, and closed.

4.1 Schedule management

Schedule management is the process of ensuring that the project schedule is baselined, maintained, and managed. It is a dynamic process that occurs throughout the project lifecycle: under the rolling wave approach, as more information becomes available, the schedule can be refined to reflect the updated information. Schedule management is accomplished through a strict change control process, and a comprehensive monitoring and reporting system. Project status is monitored against the baseline on a monthly basis and the Work-plan will be updated as needed. The PM has primary responsibility for coordinating the gathering of schedule status information from all partners.

The project overall schedule management is the responsibility of the PC; the schedule management within each WP is managed by the leader of that WP; the detailed action plan for each task will be managed by the leader of that task; thus, the different schedule management processes are therefore managed by different people depending on the level.

As the monthly monitoring is performed, the PM may identify schedule slippage on critical paths tasks: the PM and the PC will work together to identify ways to get the project back on schedule.

For variances greater than 1 month, the project manager may choose to ask guidance from the PMB. Variances greater than 3 months will require more incisive action and the PM and PC will immediately inform the PMB if they determine that any milestones are at risk of being missed.

If a change occurs, the PM shall incorporate proposed change(s) into an updated work-plan. This document contains a revision history log where the following information should be recorded:

- the incremented version number;
- the date;
- the name of the person authorizing the change;
- the description of the change;
- the effects of the change on the progress of the work.

In case a milestone is missed, a revision of the schedule baselines will be managed and controlled by the change management plan.

The approved schedule plan will be stored in the INTERLINK Google Drive repository, maintained by the PM and available to all project team.

4.1.1 Action item management

Action items are traced in the relevant minutes of meetings and teleconferences and kept track of using the Meister Task managing tool.

The PM is in charge of managing the project action. The open action item list will be revised and discussed during all recurrent meetings.

5 Project budget

As specified in the Consortium Agreement, the financial contribution of the Funding Authority to the INTERLINK project is distributed by the PC according to:

- the Consortium Plan;
- the approval of reports by the Funding Authority.

The coordinator must distribute the payments between the beneficiaries without unjustified delay. The following payments will be made to the Coordinator:

- one pre-financing payment;
- one or more interim payments, on the basis of the request(s) for interim payment;
- one payment of the balance, on the basis of the request for payment of the balance.

The aim of the pre-financing is to provide the beneficiaries with a float. It remains the property of the EU until the payment of the balance. The Agency will make the pre-financing payment to the coordinator within 30 days either from the entry into force of the Agreement or from 10 days before the starting date of the action. According to the EC regulations, 5% of the maximum grant amount is retained by the Agency from the pre-financing payment and transferred into the 'Guarantee Fund'.

Interim payments reimburse the eligible costs incurred for the implementation of the action during the corresponding reporting periods. The Agency will pay to the coordinator the amount due as interim payment within 90 days from receiving the periodic report.

The payment of the balance reimburses the remaining part of the eligible costs incurred by the beneficiaries for the implementation of the action.

The payment schedule, which contains the transfer of pre-financing and interim payments to Parties, is handled according to the following:

- Funding of costs included in the Consortium Plan will be paid to Parties after receipt from the Funding Authority without undue delay and in conformity with the provisions of the Grant Agreement. Costs accepted by the Funding Authority will be paid to the Party concerned.
- The Coordinator is entitled to withhold any payments due to a Party identified by a responsible Consortium Body to be in breach of its obligations under this Consortium Agreement or the Grant Agreement or to a Beneficiary which has not yet signed this Consortium Agreement.
- The Coordinator is entitled to recover any payments already paid to a Defaulting Party. The Coordinator is equally entitled to withhold payments to a Party when this is suggested by or agreed with the Funding Authority.

A Party which spends less than its allocated share of the budget as set out in the Consortium Plan or – in case of reimbursement via unit costs - implements less units than foreseen in the Consortium Plan will be funded in accordance with its actual duly justified eligible costs only.

A Party that spends more than its allocated share of the budget as set out in the Consortium Plan will be funded only in respect of duly justified eligible costs up to an amount not exceeding that share.

A Party leaving the Consortium shall refund all payments it has received except the amount of contribution accepted by the Funding Authority or another contributor. Furthermore, a Defaulting Party shall bear any reasonable and justifiable additional costs occurring to the other Parties in order to perform its and their tasks.

More details can be found in the Consortium Agreement and in the Grant Agreement.

5.1 Budget/Cost management

The objective of applying cost management is to ensure that the project is completed within budget. Cost Management refers to the process of gathering, tracking and managing the financial resources throughout the project's life cycle. This process relies heavily on accurate estimates and actual data that need to be maintained and updated accordingly. Having quality input data is the key to obtaining reliable cost information for managing resources and making decisions. Cost summaries information at the different levels are rolled up from task level to the project level.

Costs estimation and budget determination were done in the proposal phase of the project. The project budget reflects the whole estimated eligible costs that INTERLINK

Consortium partners need for executing the project activities and is detailed in the overall project budget in the Grant Agreement.

In order to keep track of the estimated and real budget spent by each partner, the PM requests a financial internal report every 6 months, where personnel costs, other direct costs and indirect costs during the period are indicated, together with the effort expended in the project activities expressed in person/months. Each partner is responsible in controlling their costs (personnel, subcontracting, and other indirect costs) in accordance with their own accounting and management principles and practices.

The PM shall prepare a status update every 6 months, including tracking and evaluating trends and variances in the costs associated with the project in order to provide timely management reporting which will enable rapid response and mitigation to adverse trends, problem areas, progress shortfalls, potential progress or cost impacts, etc. before they become milestone impacts.

The PM will report on the 6-month financial check to the PMB to review planned vs. actual progress, forecasted activity, areas in need of recovery and upcoming critical milestones.

This procedure is aimed at ensuring that the project costs and available contingency amounts are monitored continuously and that there is adequate funding to cover proposed budget changes. In case use or reallocation of contingency funds are needed, the PMB will be consulted for approval. Major cost deviations from the project budget will have to be approved by the PMB.

6 Risk management

According to the 6th Edition of the PMBOK® Guide, a risk is “an uncertain event or condition that, if it occurs, has a positive or negative effect on one or more project objectives such as scope, schedule, cost, or quality.” For the purpose of this document, only *uncertain events with a potential negative impact* are considered. If the foreseen event or condition takes place, it becomes an actual issue to be dealt with by the project’s Consortium.

From this perspective, Risk Management is the identification, assessment, and prioritization of risks to minimize, monitor and control the probability and/or impact of unfortunate events also known as threats. Since not all risks can be eliminated, mitigation strategies and contingency plans can be developed to lessen their impact if they occur. Essentially, effective risk management requires an informed understanding of relevant risks, an assessment of their relative priority and a rigorous approach to monitoring and controlling them.

The responsibility of managing project risks lies with the Coordinator: identified risks are tackled and alerts are raised in case any of the identified risks increases its priority. All activities related with the risk management are monitored by the PM with collaboration of each WP leader for specific issues relevant within every specific WP.

6.1 Risk management strategy

The Risk management activities are applied to the INTERLINK project to attempt to decrease the probability and impact of negative events by identifying and planning for risks before significant negative consequences occur. This section describes the process used to identify, classify, document and track risks during the project. The risk management lifecycle is made up of the following steps, as shown in Figure 4:



Figure 4: Risk Management Process

These steps are executed in sequence for each project risk introduced in the risk management process.

Each WP Leader develops a specific risk management plan for the WPs they are managing. These WP-specific risk management plans will be rolled-up into a single risk management plan for the whole project.

The most commonly used tool to record information about risks is the Risk Register, which acts as a central repository for all identified potential threats of the project. Prepared by the PM (with inputs from all members), the Risk Register is used to identify, classify, organize, evaluate and track all levels of risks that may affect the project. Mitigation strategies are then identified and tracked for implementation at appropriate times during the timeline of the project.

The Risk Register is maintained by the Project Manager and is constantly updated as the project evolves. The most critical risks in the Risk Register are reviewed as a standing agenda item of the project's monthly plenary meetings. During these reviews, each risk is considered to see how it has changed since the last meeting, to monitor the status of risk mitigation measures, and to determine if any actions need to be taken to further reduce the risk. In practice, the INTERLINK Risk Register consists of a spreadsheet that is stored electronically in the project's internal repository. Finally, new risks will be identified, assessed and strategies for mitigating them will be developed.

A version of the INTERLINK Risk Register is reported in

Annex 3 – INTERLINK Risk Register. The Risk Register, stored in the project repository, will be updated at the PMB meetings.

6.2 Risk identification

Risk Identification is the proactive process of uncovering risks that might affect the project before they turn into problems. Risk identification is an iterative process. The first phase of risk identification occurred during the proposal phase of the project; the risks identified during the proposal phase have been re-examined and updated based on the current state of the project. This process of ongoing updating will continue throughout the lifecycle of the project.

Participants in risk identification include subject-matter experts, WP leaders, project management and team members. Identified risks are documented in the Risk Register and discussed/reviewed during the monthly project plenary meetings.

Risks may span through various aspects including those that are political, design-related, procurement-related, environmental, technical, organizational, external, and/or economic. For INTERLINK, two categories have been initially used, i.e. project-level risks and WP-level risks.

Each time a new risk is detected, it shall be managed. Nevertheless, the biggest effort has to be put at the beginning in order to anticipate, as far as possible, the monitoring of possible risk and plan, if so, mitigation actions.

6.3 Risk analysis, qualification, and prioritization

Risk Analysis is the most detailed phase of the entire risk management process. It involves evaluating and prioritizing the risks. Evaluating a risk involves establishing values for its potential effect on scope, cost and/or schedule of the project. A determination is made as to the:

- probability (likelihood) of the risk occurring;
- ability to mitigate the risk;
- potential effect of the risk.

There are two primary methods for conducting risk analysis:

- qualitative: assessing the probability and impact of risks;
- quantitative: using mathematical methods to objectively assess the probability and impact of risks.

The determination of risk probability (likelihood of occurrence) and impact (degree of its effect) is a subjective process which considers the criticality of internal and external project factors within the specific context of the INTERLINK project. The probability and the impact for each identified risk are assessed using the following approach:

Probability

- *Low* – (<30%)
- *Medium* – (30-60%)

- *High* – (>60%)

Impact

- *High (Major)* – Risk that has a major impact on project cost, schedule or performance
- *Medium (Significant)* – Risk that has the potential to significantly impact project cost, schedule or performance
- *Low (Minimal)* – Risk that has relatively minimal impact on cost, schedule or performance

Based on the risk analysis, each risk is prioritized and ranked.

6.4 Risk response planning

Risk response is the process of deciding what should be done with a risk, if anything at all. Risk response answers two key questions: (1) who owns the risk (responsibility) and (2) what can / should be done (scope and actions). Strategies and plans are developed to minimize the effects of a risk to a point where the risk can be controlled and managed. For each major risk (i.e. those falling in the Red & Yellow zones in the Impact-Probability Matrix), a risk response plan is usually developed. The range of response actions for the project is as follows:

- **Transfer:** risk is external to the project. Resources and knowledge outside of the project are better able to manage the risk. Transfer implies the ultimate accountability, responsibility and authority to expend resources, and requires acceptance of the risk by the receiving party. Transferring liability for risk is most effective in dealing with financial risk exposure.
- **Accept:** do nothing, but handle the risk as an issue if it occurs. However, no further resources are expended in managing the risk. These are usually risks of lower significance.
- **Avoid:** determine actions that if executed enough in advance will prevent the risk from occurring.
- **Mitigate:** eliminate or reduce the risk by reducing the impact, reducing the probability, or shifting the timeframe when action must be taken.
- **Watch:** monitor the risks for early warning of critical changes in impact, probability, timeframe or other aspects.
- **Contingency:** determine actions that are executed once the risk has occurred to address the situation (actions taken especially to minimize adverse consequences).

For all identified risks, the various handling techniques should be evaluated in terms of feasibility, expected effectiveness, cost and schedule implications and the effect on the project implementation.

The results of the evaluation and selection will be added and documented in the Risk Register, which includes:

- responsibility is assigned to a Consortium member (risk owner) to ensure that the risk will not “fall through the cracks”;

- an adequate response strategy is chosen (specific actions to be taken to reduce the probability that a threat will become real);
- a contingency plan, i.e. the actions to be taken to reduce the impact of a threat that becomes an actual issue, is defined;
- the triggers (indicators of risk event occurrence) are described;
- responsibilities for each agreed-upon response is assigned;

The PM, together with the concerned WP and Task Leaders, is responsible for developing and evaluating different risk handling strategies that are best fitted to the project's circumstances. The selected strategies require approval by the INTERLINK PMB before being applied.

The PM is also responsible for monitoring and controlling the performance of risk-handling actions.

6.5 Risk monitoring and control

Risk Monitoring is the process of keeping track of the risks and evaluating the effectiveness of the response actions. Monitoring may also provide a basis for developing additional response actions and identifying new risks and is done in a continuous manner.

The level of critical risks on the INTERLINK project are tracked, monitored and reported regularly, with specific discussions during the monthly plenary conference calls. As more risks are identified, they are qualified and added to the Risk Register to ensure they are monitored at the appropriate times and adequate response strategies are developed.

During risk monitoring and control the following tasks are performed:

- identifying, analysing, and planning for new risks;
- reviewing project performance information (such as progress/status reports, issues, and corrective actions);
- re-analysing existing risks to see if the probability, impact, or proper response plan has changed;
- reviewing the execution of risk responses and analysing their effectiveness;
- reviewing the effectiveness of the risk process to determine whether changes to the approach, tools or techniques are required.

Risk monitoring and control results in an updated Risk Register and in recommended corrective and preventive actions. Regular review of the Risk Register is performed during the PMB meetings.

During the course of the project, concerns may increase or decrease in their potential impact on the project. An issue is a situation that has occurred or will definitely occur, while a risk is a potential event. By moving a risk into an issue, tracking, analysis and responses can be stepped up and status is reported more frequently. Alternatively, an issue may cease to be a concern or have been resolved but the PM may wish to periodically monitor the conditions of the surrounding situation.

Upon completion of the project, a risk section will be included in the INTERLINK Project Lessons Learned Report, detailing generic risks that might affect other similar projects,

together with responses that have been found effective in this project. Based on this analysis, the project manager will identify any improvements that can be made to the risk management process for future projects.

7 Quality management

Quality management is the process of defining the strategy and methods the project will deploy to ensure the project's deliverables are of acceptable quality before they are delivered.

Quality management addresses all the issues related to quality assurance and self-assessment.

Quality management is fundamental to the success of the project, and the project adopts a methodology with two separated processes:

- *quality assurance* (which is the execution of processes and procedures to ensure the achievement of quality, to assure that the project satisfies the needs for which it was undertaken.)
- *quality control* (which verifies and assesses the achievement/product; it is concerned with the operational activities and techniques that are used to fulfil the requirements of quality. Inspection and product testing are examples of quality control tools.)

Quality management is responsibility of the PC, who defines a Quality Assurance Procedure (QAP) which ensures quality of the project management and consequently, of all deliverables and provides measurement criteria to verify the success of the project.

7.1 Quality assurance procedure

The following quality goals for the quality management process shall apply:

- make sure that all standards and planning documents are available;
- make sure that standards appropriately address the criticality of the project;
- make sure that all team staff are familiar with the relevant planning documents and the associated rules and standards;
- verify that the outputs are delivered on time;
- ensure compliance with all relevant standards;
- follow the Quality Management process described in this PMP.

The Quality management process defines quality objectives, working method, processes review, templates and responsibilities that are applied on the project. It defines internal and external processes applicable within the project (between WPs) and, in some cases, between the project and external partner/project/body.

Quality assurance is the monitoring of specific project results to determine whether the team is performing to relevant quality standards and the identification of actions required to correct unsatisfactory performance. These quality assurance activities consist of process quality reviews followed by recommendations and possible corrective action plans.

7.1.1 Criteria for the assessment of quality

The work-plan of the INTERLINK project describes milestones and the acceptance criteria for each phase of the project. Assessing adherence to these baseline conditions provides the method for evaluating both the project and its product. The outcomes of INTERLINK will also be measured through a set of success indicators – or KPIs – which are identified as a way to track project progress with respect to its goals (see Section 7.2).

7.1.2 Quality organisation

The Quality organisation is under the responsibility of the Project Coordinator. The PC is supported by the PM in the definition of the QAP items applied to the INTERLINK project, and in the execution of the control activities planned or considered useful during the project, according to what is defined in the following paragraphs. The PC also receives support, advice and help at several levels:

- from WP leaders in several quality functions related to the delivery process. Activities leaders are fully responsible for scientific and technical quality check of all deliverables.
- from the European Commission. The European Commission, through the PO, may provide advice on any quality issue related to the project. The WPLs may also request advice from the PO on quality issues whenever necessary, usually communicating through the Project Coordinator.

The PC is in charge of ensuring that deliverables to be submitted are structured, harmonized and organized to ensure that they are timely, exhaustive, clear and effective.

7.1.3 Document production process

During the project, many kinds of documents will be produced. It is crucial to define common formats of documents, uniform rules of their description, responsibilities, revision plans and revision procedures.

When producing any document to be distributed to at least another partner of the project, each contributor shall apply the rules below, in particular:

- produce the document in an electronic file named according to the convention defined in the Data Management Plan;
- use the English language;
- use the appropriate templates stored in the project's repository. In particular, deliverables have to be produced using the approved deliverable.

The authors/editors of the deliverables are primarily in charge of monitoring the quality of the document.

7.1.4 Deliverables monitoring and control

The monitoring process should envisage possible problems connected to the development of tasks and the production of deliverables. To facilitate communication regarding each deliverable's progress, each WPL reports progress and issues on deliverable production and on the work package implementation during project technical conference calls on a bi-weekly basis.

A formal quality control process has been developed by the INTERLINK project to ensure that the quality of deliverables generated meets the requirements of the European Commission and that any potential risks affecting the project are properly managed.

Deliverables are generated under the responsibility of the WP Leader, who will be charged with ensuring that all deliverables are prepared correctly and in time.

Each project deliverable will be the target of a peer revision by two reviewers before being submitted to the Commission, to guarantee that it meets the objectives of the project as a whole, namely:

- For each deliverable, at least 2 reviewers from the Consortium are assigned;
- 15 days before the submission deadline, the pre-final version of the deliverable is shared with the reviewers, the PC and the PM;
- The reviews must be completed 1 week before the deadline, so that the author(s) can finalize the document and send it to the PC and the PM, who will perform a final quality check for submission to the EC.

The guidelines for the deliverable review are attached in Annex 4.

Once approved by the EC, public deliverables will be published in the project web site.

7.2 Key performance indicators

INTERLINK exploits performance indicators as a key management tool to track progress of the different activities undertaken in project tasks and work packages.

Table 6: KPIs for the use-cases

| Tools and measurements | Latvia | Spain | Italy |
|---|--------|-------|-------|
| Number of Interlinkers used in an actual service | 4 | 5 | 5 |
| Number of citizens involved in service customization | 200 | 250 | 100 |
| Number of partnership enablers used within INTERLINK service instance | 5 | 5 | 5 |
| Number of citizens registered to INTERLINK platform | 200 | 500 | 200 |
| Number citizens involved in co-delivered services | 50 | 100 | - |
| Number of TSOs involved in co-delivered services | 10 | 10 | 200 |
| Number of private companies involved in co-delivered services | - | 5 | -- |
| Number of new co-delivered services | 2 | 2 | -- |
| Self-sustainable services (without public expenses) | 1 | 1 | - |

The documents produced by the different work packages document the selected performance indicators and describe how they are measured. In this section, we concentrate on a small set of KPIs: they are used in INTERLINK to track the progress of

the project as a whole towards its objectives and to validate the approach, its impact and its sustainability. Table 6 shows the KPIs used for measuring the successful implementation of the Use Cases (UCs).

It is worth noting that, while the measure of these KPIs is associated with the validation activities, the scope of the KPIs is broader and covers all project objectives. Indeed, the research activities, the development of technical components and the delivery of the INTERLINK platform are also driven by KPIs describe in the table above. In particular, the capability of the developed solutions and platform to achieve the KPIs will be assessed during the first iteration of INTERLINK validation activities. Based on the outcomes of this validation, the Consortium will discuss specific objectives and priorities of research and development during the second iteration of the project, with the goal of maximizing the achievement of the KPIs.

7.3 Software development

The various processes associated with software quality are normally incorporated in the software development process. Quality encapsulates the totality of all the features and characteristics associated with software that are designed to address a specific need. The INTERLINK Technical Team will implement a Technical Quality Assurance process during the overall software development and implementation cycle:

- Requirements
- Analysis and design
- Implementation
- Test
- Installation /deployment
- User acceptance and validation
- Configuration and change management

Technical teams are based across a wide geographically distributed environment and a set of collaborative tools are going to be used in order to assure the requested quality of software.

7.3.1 Software Documentation

In order to facilitate the collaboration and integration of the platform, all software modules will be formally documented in a file with the following structure:

1. Brief description of the component
2. Specifications (API)
3. Interfaces with other components
4. Installation guidelines

7.3.2 Source Code Repository

The source code for the documentation will be maintained using a code repository (e.g. GitHub) that enables the control and integration of the different contributions and facilitates the creation and deployment of new versions of the documentation. During

development, the technical team will evaluate the use of continuous integration tools integrated with the code repository in order to allow continuous deployment and testing.

7.3.3 Software quality control

The software quality will be assessed mainly along three dimensions:

1. Software functional quality, i.e. how well it complies with the specified design, based on functional requirements and specifications (from users);
2. Software structural quality, i.e. how it meets non-functional requirements needed to fulfil the functional requirements such as robustness, reliability, security and maintainability;
3. Software interoperability and portability, i.e. how easy the software can be integrated into the IT environments where it must operate (in our case in the three pilot use cases).

8 Project communication

Properly communicating on a project is a critical success factor for managing the expectations of the project Consortium and the European Commission. The PC is responsible for communication between the Project and the EC.

Details on the project's general communication strategy are provided in D7.1 *Dissemination and communication plan v1*.

As regards INTERLINK's internal communication, the project uses several mechanisms for ensuring open and frequent communications amongst its members:

- electronic mails (e-mail) and mailing lists;
- conference calls;
- face-to-face meetings.

8.1 Electronic mails and mailing list

E-mail is the principal means of interpersonal communication in INTERLINK. It can be used for information exchanges, minutes of meetings, and executive summaries. It is informal, fairly rapid and well suited for non-critical information. E-mail distribution lists are maintained (and regularly updated) by FBK, and available to all the partners, indicating the contact persons for administrative issues as well as contact persons for the development of the activities. Any change concerning people involved and contacts details shall be opportunely communicated to FBK.

The following rules should ensure the suitable use of the e-mail communication between project participants:

- addressing information ONLY to involved parties in communication: do not systematically copy everyone into communications, or if replying to a specific individual, be cautious not to press the 'reply all' function over 'reply';
- using an explicit *Subject* title. E-mail addresses on the official INTERLINK mailing lists will automatically have an identifier appended in front of the subject line, like

[INTERLINK]. When writing emails, the subject should be a clear indication of the content;

- uploading heavier file in Google Drive instead of attaching them to a message.

E-mail exchange is the main instrument used by project partners to share information, proposals and ideas, as well as to prepare deliverables and any other project output (papers, talks, reports for the EC, etc.). The following project mailing lists have been created:

- General mailing list: governance-05@fbk.eu, to address all the members of the Consortium;
- PMB mailing list: interlink_pmb@fbk.eu to address the PMB;
- Administrative mailing list: interlink_admin@fbk.eu to address the partners' administrative contacts;
- IT team mailing list: interlink_tech@fbk.eu to discuss technical WP related matters.

All mailing lists are managed by FBK.

8.2 Conference calls

Conference calls are used for meeting partners without spending time and budget on travelling. Videoconferences and teleconferences should be programmed at least a week in advance and should follow a set agenda. To hold conference calls, GoToMeeting, Google Meet or Skype are generally used.

Telephone is used when personal interaction, a fast answer or reliable confirmation is needed. Telephone calls can sometimes be appropriate for urgent matters so it is important that up to date telephone numbers are made available. It is highly recommended to send an e-mail with the conclusion of a telephone call to limit any ambiguity.

Bi-weekly calls, held every 2 weeks (generally every other Wednesday, 9:30-11:00 a.m.), attended mainly by the PMB but opened to all interested Consortium members, are the primary means of detailed communication between the WPLs, work package members and deliverable teams.

If needed, the WPLs can add additional conference calls for their WP teams when the implementation of the work requires it, fixing the meeting at least a week in advance.

Moreover, also the IT team holds regular meetings (generally weekly, on Mondays).

Conference call minutes are produced right after the meeting in a schematic way, which allows the entire INTERLINK team to keep track of what was decided during the discussion in a series of action points. All the minutes are available to participants for consultation and are stored in the shared repository.

8.3 Meetings

Regular face-to-face plenary project meetings with all partners are planned to be held on a 4-month basis, so that the whole Consortium can meet to share ideas and exchange experiences based on their work on the project. Due to the Covid-19 emergency, in the first semester of the project (January-June 2021) the Kick-off meeting and the first plenary project meeting were virtual; as the pandemic situation is improving, future project meetings are expected to be held in-person.

Meetings of the PMB will take place about every 4 months collocated with project meetings. Minutes of all meetings will be taken and distributed by the PM for review within three weeks after the event, with the final minutes available after four weeks. Different kinds of meeting are envisaged:

Project Meetings

- One meeting at least every 4 months
- Hosted by a different partner of the Consortium each time

Technical Meetings

- Held with weekly or biweekly basis, according to necessity
- Chaired by the leaders of the technical WP (WP3/WP4)
- Extraordinary meetings can be held at any time upon request of any member of the respective activity

Project Management Board Meetings

- One meeting at least every 4 months, or as needed
- The PC will chair the meeting
- Usually collocated with the face-to-face plenary meetings
- Extraordinary meetings can be held at any time upon request of any member of the Project Management Board

Review Meetings

- Assessment of the project by the PO and appointed external project reviewers
- Frequency: usually held two months after the end of a reporting period
 - 1st reporting period ending at M12 (December 2021)
 - 2nd reporting period ending at M36(December 2023)
- Usually held in Brussels

8.4 INTERLINK project website

The INTERLINK project website (<http://www.INTERLINK-project.eu>) is one of the main tools for disseminating information about the Consortium and the achievements of the project, providing visitors with comprehensive information about its context and objectives.

The main INTERLINK website, deployed in English, will be followed by three other web sites managed at the local level in each UC site. These websites will be published in the local language to improve their accessibility on field.

Most significant news from those websites will be translated into English and reported on the main one.

The INTERLINK website also has a Public Documents area containing the links to public documents that each visitor can download. There will be three sub-areas: public deliverables, articles and scientific publications.

The website will also be used to involve external stakeholders in the INTERLINK activities. Publicity material and publications will be made available or referenced. External users will thus find downloadable public documents from the project, notices on conferences either hosted by the INTERLINK team or where the team will be presenting information on the project, academic papers generated by project team members concerning the project, and other documents that provide valuable insights on what the project is all about to external parties.

The website is developed and updated on a regular basis by Delta and has been made operational and accessible to the public since March 2021. For more information on the INTERLINK website see project deliverable D7.1 – *Project website*.

8.5 Document repository

As a primary tool to facilitate exchange of information, a web-based shared collaborative environment has been set up, serving as a project tracking system accessible to all partners to ensure that all information/documentation is easily accessible and kept up-to-date with little effort. A Google Drive repository for the INTERLINK project has been created which gathers all sorts of documents generated during the project lifetime. Google Drive is a file storage and synchronization service which allows users to store files in the cloud, share files, and edit documents, spreadsheets, and presentations with collaborators.

Besides being a repository of information, Google Drive is a functions as a joint environment for day-to-day work, enabling several users to edit and upload files without overwriting them (working documents, drafts, templates). A set of folders has been created and shared among a definite list of representatives from each of the partner organizations. Requests for access should be addressed to the PM. The structure of Google Drive folders is presented in 5 below.

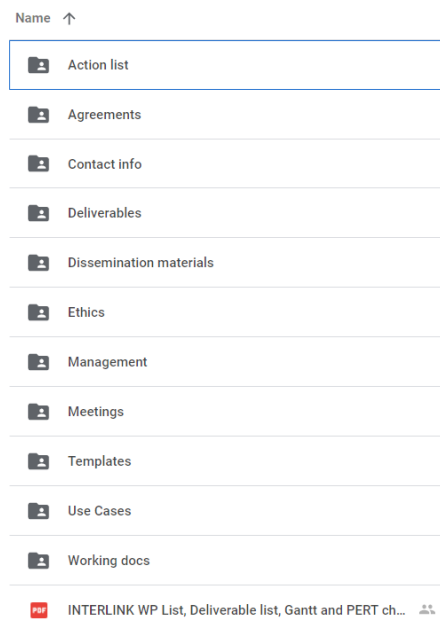


Figure 5: INTERLINK Google Drive repository organization

Documents must be uploaded to their corresponding folder and must be named in a clear way so that everybody can have an idea of what the file is about.

Google Drive also supports revision history, so files accidentally deleted can be recovered from any synced computers or directly from the service web interface. The documents contained in Google Drive are in different formats, but all modifiable. Google Docs are frequently used for collaborative writing.

8.6 INTERLINK project templates

To ensure consistency in the INTERLINK project when communicating with external stakeholders or interested parties, a set of standard templates for various communications activities has been developed. These templates include:

- deliverable template
- PowerPoint presentation template

They are all available for download in a dedicated Google Drive folder.

8.7 INTERLINK clustering activities

Clusters are powerful engines of economic development and drivers of innovation in the European Union.

The clustering idea takes the value of working together in project partnerships and aims to apply the same methods and draw the same benefits from cooperation between projects and European-level initiatives.

Therefore, by supporting each other's projects in delivery and drawing on the latest information available from a wide range of partners, individual projects will gain access to a much greater range of resources and knowledge, allowing them to take their work on the strategic elements much further than would be possible in single projects.

Clustering activities are at the intersection between WP1 and WP7. Thus, the PC and the WP7 leader will decide whom to assign the responsibilities for each activity.

Identification of the related project and initiatives at the European level will be carried out by the PC in collaboration with the PM and the WP7 Leader. The most relevant projects and initiatives will be selected based on the following criteria:

- Status of projects - details of project including running or not (European location, funding programme, start date, finish date);
- Project commons - common practice between INTERLINK project and other projects;
- City services related to INTERLINK - target areas for apps and web services (e.g. social inclusion);
- Consortium partners sectors related to INTERLINK.

An important clustering initiative at the European level is the E-GOV cluster promoted by REA and including all the projects funded under the H2020 call *DT-GOV-05-2020: New forms of delivering public goods and inclusive public services, namely*, namely: ACROSS, GLASS, inGOV, INTERLINK and mGOV4EU. INTERLINK's PC has already participated in the first clustering meeting (10 June 2021) and the Consortium will continue to take part in future events and contribute to all the initiatives promoted within the cluster and between the cluster's projects.

9 Project reporting

Beside the 6-month financial report, a periodic activity report will be produced at the end of each reporting period (i.e. M12 and M36), consisting of the following:

- a '*periodic technical report*' containing:
 - an explanation of the work carried out;
 - an overview of the progress towards the objectives of the action, including milestones and deliverables, explanations justifying the differences between the expected and actual work implemented;
 - an updated 'plan for the exploitation and dissemination of the results';
 - a summary for publication by the Consortium.
- a '*periodic financial report*' containing:
 - an 'individual financial statement' for the reporting period concerned. It must detail the eligible costs (actual costs, unit costs and flat-rate costs, for each budget category).

The PC will request contributions from the WP leaders for the technical report and from the administrative offices of each partner for the financial statements 10 days before the end of the reporting period, and the contributors will have to return the requested data

within 25 days. The periodic report will be submitted by the PC within 60 days following the end of each reporting period.

10 Change management

Change management is the exercise of establishing procedures to assess, approve or disapprove, implement, release and disseminate changes to agreed specifications and baselines. Change management ensures that configured items are always maintained in a known state or condition. This method of controlling changes guarantees that only approved modifications to existing data are allowed and only these are applied.

The purpose of the INTERLINK change management is to document how changes are managed throughout the project life cycle. It defines the activities and processes related to managing changes for the INTERLINK project.

Change requests are requests to expand or reduce the project scope; modify operational policies, processes, plans or procedures; or revise schedule.

A multi-level approach is used to approve change requests; the authority limits dictate when it is necessary to escalate the change request to a higher level for review and approval:

- the PM makes the final decisions to analyse and proceed with changes if the changes have little or no impact on scope, budget or schedule or result in no or minimal increased risk for the project;
- changes which have little or medium impact on scope, budget or schedule are forwarded to the PC for review;
- the PMB discusses requests that may result in a significant change in scope, schedule, and budget, and makes the final decision based upon the information provided by the PM and the inputs of the PC.

Each request will be tracked from the time of presentation through the following steps:

1. Identify (identify and document the required change)
2. Validate (verify that the change is valid and requires management)
3. Analyse (analyse schedule, cost and effort impact of change)
4. Control (decide whether to execute the change)
5. Action (execute decision, including revision of project plans if necessary)
6. Close (verify that action is complete and close change request)

The change process and the responsibility within the INTERLINK project are as follows:

Identify Change Request

| Action | Responsibility |
|----------------------------------|--------------------------------|
| 1. Identify and record the issue | Project Manager or Team Leader |

Validate Change Request

| Action | Responsibility |
|--------|----------------|
|--------|----------------|

| | |
|---|-----------------|
| 2. Identify member of the team as the issue owner 3. Validate the change request with project team members as appropriate 4. Assess if the change is necessary to achieve the project's goals 5. Update the change request with target date for completion of analysis | Project Manager |
|---|-----------------|

Analyse Impact

| Action | Responsibility |
|--|-----------------|
| 6. Direct activity to assess the scope, cost and schedule impact of the change 7. Update change request with impact analysis and estimates in terms of scope, cost, schedule and effort impacts 8. Update change request with target date for decision | Project Manager |

Control Change Request

| Action | Responsibility |
|---|--|
| 9. Determine required approvals and assign priority to the change request 10. If changes do not impact scope, budget or schedule, decide whether to proceed with the change 11. If changes impact scope, budget or schedule, consult PC 12. If change request should be escalated to PMB, place request on agenda for next meeting (or email if request is urgent) | Project Manager |
| 13. Review and discuss analysis of change request 14. Decide whether to proceed with the change | Project Coordinator/Project Management Board |
| 15. Generate approval/disapproval signature sheets for each outstanding change request 16. Update status of change request with control decision | Project Manager |

Action Change Request

| Action | Responsibility |
|---|-----------------|
| 17. Incorporate change request into appropriate plans and work-plan 18. Update work-plan baseline for agreed changes | Project Manager |

Close Change Request

| Action | Responsibility |
|--|-----------------|
| 19. Close change request 20. Communicate work plan change to project team 21. Monitor and report progress against project plan | Project Manager |

10.1 Document change process

The reason for a change (both corrections and enhancements) of any document must be clearly documented in the change history of the document. The change reason must be clearly stated and the significant changes shall be listed with page numbers so that the new text can easily be recognized and distinguished from the previous text.

After a change is requested, the responsible and/or work package leader will analyse its impact on the deliverable itself as well as on the other project outcomes. They may consult with the PC.

When the change is evaluated, it may either be approved or declined,. The editor informs the originator of the change request and all contractors involved on the results of evaluation. If the change is declined, the editor will present reasons for his decision within the change request form, which may lead to a further discussion eventually leading to a clear accept or reject decision.

If the change is approved, the editor must implement the changes. After completion, a new draft version of the deliverable is issued for approval or release.

11 Conclusions

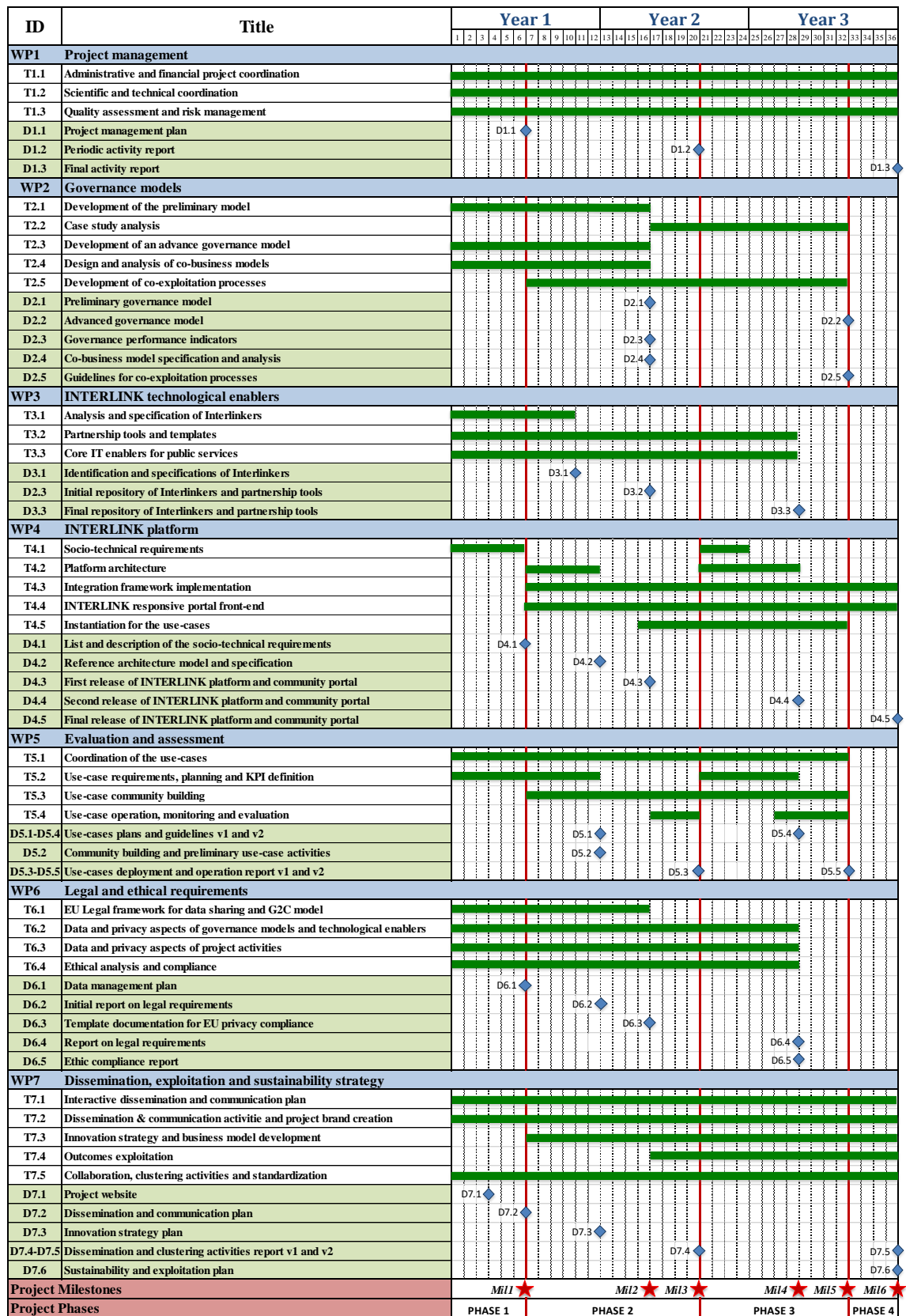
This document presents the approach taken by the INTERLINK team to manage the project. The Project Management Plan has to be considered as a guiding document to guarantee that the project will adhere to the original work plan. In addition, the tools used by the team to manage the project, communicate internally and externally about the project and to control the quality and risks associated with the project have been presented. The Project Management Plan and the various instruments used to control the project will be continuously updated and refined as the project moves forward. As this is a work-in-progress kind of document, updates will be made as the project advances, producing internal versions of the Plan.

Annex 1 – List of Contacts

Table 7: INTERLINK Project Management Board Members

| No | Participant organisation name | Role | Member |
|----|-------------------------------|----------------|----------------------|
| 1 | FBK | PC, WP1 leader | Matteo Gerosa |
| 2 | FBK | PM | Danilo Giampiccolo |
| 3 | RU | WP2 leader | Taco Brandsen |
| 4 | FBK | WP3 leader | Raman Kazhamiakin |
| 5 | TREETK | WP4 leader | Clara Ayora |
| 6 | DEUSTO | WP5 | Diego Lopez de Ipiña |
| 7 | UCL | WP6 | Quentin Fontaine |
| 8 | DEDA | WP7 | Giulia degli Esposti |

Annex 2 – INTERLINK Activity Gantt Chart





Annex 3 – INTERLINK Risk Register (v. 30 June 2021)

| ID | Risk description | Risk Owner(s) | Impact | Probability of occurrence | Overall risk level | Response Strategy | STATUS | |
|---------------------|------------------|---------------|--------|---------------------------|--------------------|-------------------|--------|---|
| | | | | | | | DATE | DESCRIPTION (identified, monitored, mitigation planned, ongoing mitigation, closed) |
| Project level risks | | | | | | | | |

| | | | | | | | | |
|---------|--|-------------------------------------|------|-----|-----|--|-----------|-----------|
| Proj_R1 | Partner activities are not aligned and do not meet project objectives. | Project Manager/Project coordinator | High | Low | Low | Task 1.2 Technical Coordination is in charge of assuring an adequate progress of the technical tasks to be carried out by each partner in order to achieve the project objectives. Additionally, PMB meetings will be held regularly to ensure that activities are streamlined and to take corresponding measures otherwise. | 27/5/2021 | Monitored |
|---------|--|-------------------------------------|------|-----|-----|--|-----------|-----------|



| | | | | | | | | |
|---------|-------------------------------|-------------------------------------|------|-----|-----|--|-----------|-----------|
| Proj_R2 | A partner leaves the project. | Project Manager/Project coordinator | High | Low | Low | <p>The Consortium has been constituted by partners with strong reliability in terms of financial and operational stability and highly committed to reach the planned results. The fact that most partners have already taken part in European projects and some of them have already worked together reduces the risk of irreconcilable conflicts. Furthermore, the project has been highly prioritized in the strategic plan of all partners for of the entirety of its duration. Therefore, the probability that one partner leaves the Consortium before the end of the project is extremely low.</p> | 27/5/2021 | Monitored |
|---------|-------------------------------|-------------------------------------|------|-----|-----|--|-----------|-----------|

| | | | | | | | | |
|---------|---|-------------------------------------|--------|----------|--------|--|-----------|-----------|
| Proj_R3 | Progress starting too late in the project resulting in poor delivery and project outcome. | Project Manager/Project coordinator | High | Low | Medium | The fact that the project has been planned with stepwise progress, realistic timelines and resource estimates based on partners experience and best practice ensures that the project is rigorously implemented according to the workplan. Most of the partners have worked together before, which assures a good level of interaction and synergy. | 27/5/2021 | Monitored |
| Proj_R4 | Different summer breaks periods for the partner institutions may lead to more than 4 weeks low activity in the project. | Project Manager/Project coordinator | Medium | Very Low | Low | This is a typical problem of consortia including partners from different EU countries. Specifically, we have countries in which summer breaks tend to be in July, together with others in which summer break is in August. Since all the partners have experience in EU projects, each is aware of this risk and is committed to adequately planning the work during the summer and to adopting suitable mitigation actions if needed. | 27/5/2021 | Monitored |

| | | | | | | | | |
|---------|--|-------------------------------------|-----|--------|-----|---|-----------|-----------|
| Proj_R5 | A deliverable or official notification to the EC is suffering a delay. | Project Manager/Project coordinator | Low | Medium | Low | <p>A delivery production procedure and delivery schedule have been fixed: 15 days before the submission deadline, each deliverable is submitted for internal review to allow for final editing one week before submission. If in the technical and plenary meetings preceding the internal review deadline a possible delay is foreseen, a feasible work timeline is rescheduled so that the document can be submitted meeting the deadline, allowing a 15-day time buffer for internal review and editing. The Project management procedures and the coordinator's experience will help in the mitigation of this risk. If a delay is unavoidable, the PO is promptly notified and a new feasible submission deadline is agreed.</p> | 27/5/2021 | Monitored |
|---------|--|-------------------------------------|-----|--------|-----|---|-----------|-----------|

| | | | | | | | | |
|---------|--|---------------------------------|--------|--------|--------|--|-----------|-----------|
| Proj_R6 | A contributor delivers their input too late. | Task Leader/ Project manager | Medium | Medium | Medium | Task leaders will plan the work and always give explicit deadlines on any work that has to be done by other partners. These deadlines will be set so as to always have some extra days to deal with short delays from the partners' side. Bi-weekly technical meetings will ensure that the work in all WPs is monitored and any delays are reported to scientific coordination and management levels. | 27/5/2021 | Monitored |
|---------|--|---------------------------------|--------|--------|--------|--|-----------|-----------|



| | | | | | | | | |
|------------------------------------|---|-------------------------|--------|-----|-----|--|-----------|-----------|
| Proj_R7 | There is a delay in hiring and or allocating human resources. | WP leaders/Task leaders | Medium | Low | Low | The project started about 2 months after the GA was signed. Some partners have encountered difficulties to properly staff in time for the tasks that had to start between M1 and M4. Nevertheless, as WP and task leaders are experienced persons on the topics of the WPs/tasks, they are able to achieve sufficient results with the available resources to minimize negative impacts. This risk should be significantly reduced during Year 1 of the project. | 27/5/2021 | Monitored |
| RISKS CONCERNING ALL TECHNICAL WPS | | | | | | | | |
| | (TO BE IDENTIFIED) | | | | | | | |

| RISKS RELATED TO SINGLE WPS | | | | | | | | |
|-----------------------------------|---|-----|--------|--------|--------|---|-----------|-----------|
| Risks specifically concerning WP2 | | | | | | | | |
| WP2_R1 | Elements of the governance model are incompatible with the Interlinkers (WP3) or legal requirements (WP6) | WP2 | Medium | Low | Low | We will reduce the probability of this risk by ensuring a close interaction between WP2, WP3 and WP6: in fact, all WP2-3-6 leaders take part in the other WPs so as to guarantee close collaborations and early identification of possible issues. Should a problem arise, an additional meeting will be organised in order to solve the issue. | 27/5/2021 | Monitored |
| Risks specifically concerning WP3 | | | | | | | | |
| WP3_R1 | Difficulties are encountered in instantiating INTERLINK for the 3 use-cases | WP3 | Medium | Medium | Medium | Use-cases participating partners' strong expertise in working on H2020 projects with new technologies. Moreover, the expertise of the technical partners in providing customizable enablers will ease the instantiation for the pilots. Finally, running UCs in two phases will enable for correction and reaction since the early stages. | 27/5/2021 | Monitored |

| Risks specifically concerning WP4 | | | | | | | | |
|-----------------------------------|---|-------------|--------|--------|--------|--|-----------|-----------|
| WP4_R1 | Issues with integration and interoperability with existing legacy systems | WP4 | Medium | Medium | Medium | A preliminary analysis will ensure compatibility of INTERLINK with existing systems and practices in use. Additionally, relevant standards will be studied to develop compliant components and enablers in WP3. | 27/5/2021 | Monitored |
| Risks specifically concerning WP5 | | | | | | | | |
| WP5_R1 | Low users and stakeholders' involvement in use-cases | WP5 leaders | Medium | Low | Low | <p>The following factors mitigate the risk:</p> <ol style="list-style-type: none"> 1. Use-cases' strong experience in co-produced services for social good. 2. Solid expertise of research partners in user engagement (including vulnerable groups); 3. Co-design methodology and participatory approach to facilitate the participation of all stakeholders. 4. The fact that 3 independent use-cases are being run reduces the impact of this risk. | 27/5/2021 | Monitored |

| | | | | | | | | |
|--------|---|-----------------------|--------|-----|-----|---|-----------|-----------|
| WP5_R2 | Delays/difficulties in use-cases implementation due to obstacles in the use-case cities | WP5,WP6 leaders | Medium | Low | Low | <p>The following factors mitigate the risk:</p> <ol style="list-style-type: none"> 1. Early planning of the use-cases' implementation, with identification of all relevant obstacles (task T5.2); 2. Definition of early triggers for delays and strategies to prevent them; regular progress monitoring (task T5.4); 3. The fact of that 3 independent use-cases are being run over two phases reduces the impact of this risk. | 27/5/2021 | Monitored |
| WP5_R3 | Low acceptance of the INTERLINK mediated co-delivered public services | WP5, WP2, WP6 leaders | Medium | Low | Low | <p>The following factors mitigate the risk:</p> <ol style="list-style-type: none"> 1. Early definition of co-exploitation processes (task T2.5); 2. Continuous engagement and iterative piloting of use cases (T5.3 and T5.4); 3. Analysis of potential ethics issues that can prevent users to access the co-delivered services and compliance with the requirements of the end users (WP6) and 4. Business model development (WP7). | 27/5/2021 | Monitored |



| | | | | | | | | |
|-----------------------------------|--|-----------------|--------|-----|-----|---|-----------|-----------|
| WP5_R4 | Citizens' concern for privacy and security of e-services increases due to an unforeseen raise in cybercrimes (or cyber terrorist acts) in the EU | WP1-WP7 leaders | Medium | Low | Low | The INTERLINK solution is already aware that citizens' lack of trust in e-services is a barrier preventing the achievement of project impacts. If during the project lifetime this effect increases due to external factors, we will devote more effort to the analysis and information about the objective online security levels and will devote more effort to device new incentives, models, and engagement strategies. | 27/5/2021 | Monitored |
| Risks specifically concerning WP6 | | | | | | | | |



| | | | | | | | | |
|-----------------------------------|--|-----------------|--------|-----|--------|---|-----------|-----------|
| WP6_R1 | Personal data breaches and ethical problems raised by research involving vulnerable groups | WP6 Leader | Medium | Low | Low | All the possible precautions for data management (such as encryption, authentication, and authorization) will be adopted, in order to guarantee protection requirements (confidentiality, integrity, and availability). Additionally, appropriate management procedures will be adopted (including involvement of the EAB and of national Data Protection authorities – see Section 5). Finally, researchers will be trained in applying the procedural safeguards. | 27/5/2021 | Monitored |
| WP6_R2 | Changes in regulatory framework that could delay or even prevent the use-case execution | WP6, WP5 Leader | High | Low | Medium | Within the context of WP6, a specific task-force is devoted to identifying the regulatory constraints in the involved use-case countries. If some new regulation appears, specific strategies will be launched to mitigate the effects. | 27/5/2021 | Monitored |
| Risks specifically concerning WP7 | | | | | | | | |
| WP7_R1 | (TO BE IDENTIFIED) | | | | | | | |

ANNEX 4 – Deliverable review guidelines

Review schedule

Two weeks before the submission deadline: the lead of the deliverable sends the pre-final version (preferably MS Word, GDoc or another editable) to the appointed reviewers, cc'ing the PC (gerosa@fbk.eu) and the PM (giampiccolo@fbk.eu).

One week before the submission deadline: the reviewers send the revised document back to the authors (cc'ing gerosa@fbk.eu and giampiccolo@fbk.eu).

One day before the submission deadline: the authors send the final version to the PC (gerosa@fbk.eu) and the PM (giampiccolo@fbk.eu) for the submission.

Instructions for the reviewers

1. Annotate the document using a revision tools (e.g. TrackChanges in Word or Suggestion mode in GDoc). Short overall comments that can help the authors better understand your suggestion could be added in the email that you will send back with the annotated file in attach.
2. **Content review:** read carefully and add comments when appropriate asking for revision/explanation/integration. Also, if you find any mistakes or sentences that are not clearly stated, point it out in a comment and possibly propose a correction.
3. Moreover make sure the deliverable is **concise and project-focused** (i.e., the length of the deliverable needs to be adequate and not excessive, avoiding to describing in too many words the obvious or the general context).
4. **Format review:** please make sure that the **formatting** of the document corresponds to the one given deliverable template. For detail, see check-list in the Appendix.
5. If needed, you may interact with the deliverable responsible during the review to sort out major issues.
6. Once you have completed the review, **send it via email to the authors, cc'ing the PC** (gerosa@fbk.eu), and **the PM** (giampiccolo@fbk.eu) **by the agreed date (generally 1 week before the submission deadline).**

Thank you in advance!

The Project Coordination team

APPENDIX: Check-list for Format review

Please make sure that the **formatting** of the document corresponds to the one given in the deliverable template. In particular, check that:

- ☐ the front page contains all the information required correctly. In particular, verify that:
 - number and name of the deliverable are correct (also in the footer)
 - names of WP and Task(s) are correct
 - the document version is Final
 - the date of the deliverable submission is correct
 - deliverable type and dissemination level correspond to the description included in the email sent by the PC/PM.
 - the Table of Content is complete and correct
- ☐ the Executive summary corresponds to the instructions given in the Deliverable template, namely:

„the executive summary must be short (1 page max), with a layout that ensures readability (i.e. not too „heavy“ text blocks, „airy spacing“, not too long paragraphs)“
- ☐ in the rest of the document, the numbering of pages and the sections/subsections is correct
- ☐ the font is correct and consistent