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<D1.1 - PROJECT QUALITY ASSURANCE PLAN>

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Disclaimer

This deliverable contains original unpublished work except where clearly indicated otherwise. Acknowledgement of previously published material and of the work of others has been made through appropriate citation, quotation or both.

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Executive Summary

Task 1.1 “Project Management, Quality Assurance and Risk Management” aims at defining, implementing and maintaining a set of management structures to coordinate and monitor all project management activities. In order to support that objective, Task 1.1 puts in place the following elements, to enable a coordinated action of consortium members to meet the necessary quality levels:

- Collaboration tools
- Internal communication
- Procedures and guidelines
- Risks and change management

This document serves two purposes: (i) establishing a framework for the project coordination team to effectively carrying out all management activities and monitor the project for current and future risks and avoid negative effects, and (ii) being a handbook for every member of the project consortium to conduct their contractual project activities with a high quality level, as well as easing their collaborative work.

Glossary of Terms

CA	Consortium Agreement
D1.2	First Periodic Activity and management Report
D1.3	Second Periodic Activity and Management Report
D1.4	Third Periodic Activity and Management Report
D1.5	Deliverable 1.5 Innovation Strategy and Plan
D7.2	Deliverable 7.2 Dissemination Plan
D7.3	Deliverable 7.3 Communication Strategy and plan
DoA	Description of Action (Annex 1 to Grant Agreement)
EB	Executive Board
EC	European Commission
GA	General Assembly (meeting)
PC	Project Coordinator
PO	Project Officer
PSB	Project Steering Board
RAG	Red – Amber - Green scoring model
ToC	Table of Contents
WP	Work Package
WPL	Work Package Leader

1 Introduction

1.1 Purpose and Scope

This document is the first deliverable from Work Package 1 “Management” (WP1), Task 1.1 (T1.1) “Project Management, Quality Assurance and Risk Management”. The purpose of this document is two-fold:

- i. Serve as a guideline and reference for project management activities to be followed throughout the entire project duration.
- ii. Be used as a handbook for all the members of the TREDISEC project consortium, compiling all the procedures and tools to enable a successful collaborative work towards achieving the project objectives with the highest quality.

The document covers procedures and best practices for the following project management activities:

- Project governance
- Communication and collaboration
- Management of documents and other project artefacts (including deliverables production)
- Reporting (financial and activity)
- Risk management
- Change management
- IPR management

This document is released in Month 3 (M3) and provides a first release of procedures, tools to support the procedures and guidelines. Although the processes and guidelines described in this document are in a mature state and have been proved successful in other projects, it is envisioned that, as time passes and the procedures are put in place and the tools are used, some modifications and adaptations could be necessary. Therefore, this document will be revised when required, and the consortium will be notified about the changes in due time.

1.2 Structure of the document

The document is structured into 7 main sections that correspond to each of the activities listed in the previous section (1.1). Each section has a different structure but is always organised along four main topics:

- General description of the activity and purpose
- Associated procedure/s: who does what and when
- Best practices, guidelines and other specific considerations
- Tools supporting the procedure

2 Project Governance

2.1 Governance bodies

The organizational structure of the project has been designed taking into account the complexity and the effort required to encompass management of knowledge, intellectual property, innovation activities, communication coordination and exploitation and sustainability activities. Figure 1 depicts an overview of the governing structure of TREDISEC.

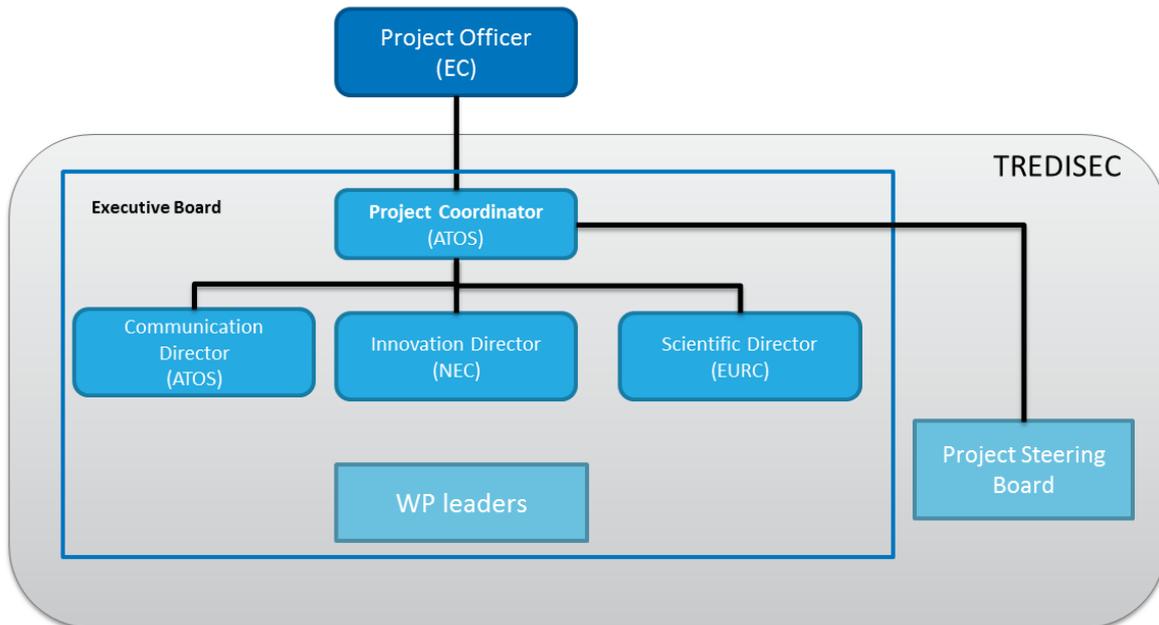


Figure 1 Project Governance

The following sections explain the composition of the governing bodies, outlining their main responsibilities.

2.2 Project Coordinator (PC)

The PC is the legal entity acting as intermediary between the project consortium and the European Commission (EC) in all contractual and administrative aspects related to the project and will be responsible of the following tasks:

- Managing the project, organizing and supervising operations within schedule and budget
- Proposing strategic orientations to Consortium members
- Control of risks and contingency plans during the execution of the project
- Provide overall financial status information and identification of financial issues
- Ensuring fluid communication with the EC, including reports delivery

The PC will be assisted by the Project Officer (PO) in handling contract revisions, costs statements and associated material (e.g. audit certificates), reorganization of budget allocation due to possible re-allocation of tasks and other project activities.

The details of the tasks and responsibilities assigned to the PC are described in the Grant Agreement and the Consortium Agreement (CA).

2.3 Project Steering Board (PSB)

The Project Steering Board is **the formal decision-making body of the project** in any issue related to financial, resources, negotiation, Grant Agreement amendments, IPR, etc. and is **formed by one representative of each consortium member** (Project Steering Board Member).

The PC chairs all meetings of the Project Steering Board or, in its absence the member appointed by the Project Steering Board Members present or represented.

The consortium members agree to abide by all decisions of the Project Steering Board.

The PSB shall meet at least twice per year and at any time upon written request of the EB or 1/3 of the members of the PSB, or at the request of the PC.

Members of the PSB should be present or represented at any meeting of the PSB or may appoint a substitute or a proxy to attend and vote. The PSB member should notify about the representative to the PC prior to the meeting.

All the details about the functioning of the PSB and its responsibilities, the rules for voting and other specificities are described and regulated by the terms of the Consortium Agreement (CA).

2.4 Executive Board (EB)

The Executive Board acts as the supervisory body for the implementation and execution of the project, reporting to and being accountable to the PSB. The EB consists of the PC, the Innovation Director, the Scientific Director, the Communication Director and the Work package leaders.

The PC chairs all the meetings of the EB.

A summary of the main responsibilities of the EB are listed next. The details of all the responsibilities and the terms that regulate its functioning are established in the Consortium Agreement (CA).

- monitor the effective and efficient implementation of the project
- support the PC in preparing meetings with the EC and in preparing related data and deliverables
- collect information at least every 6 months on the progress of the project, examine that information to assess the compliance of the project with the DoA and, if necessary, propose modifications of the DoA to the PSB
- prepare the meetings, propose decisions and prepare the agenda of the PSB
- be responsible for the proper execution and implementation of the decisions of the PSB and seek a consensus among the consortium members

The EB shall meet at least quarterly every year and at any time upon written request of any member of the EB, or at the request of the PC.

Members of the EB should be present or represented at any meeting of the EB or may appoint a substitute or a proxy to attend and vote at any meeting. The EB member should notify about the representative to the PC prior to the meeting.

Minutes of EB meetings, once accepted, shall be sent by the PC to the PSB members for information.

2.5 Work Package Leader (WPL)

Each work package leader is **responsible for the management of his/her work package**. They are **supported by the leaders of embodied tasks**. The following is a list of the responsibilities of a work package leader:

- Coordinate the technical work of the WP
- Plan, coordinate and harmonize deliverable content
- Monitor the progress of the work in the WP

-
- Report on technical progress to the PC in activity and progress reports (see section 5.2)
 - Organize WP meetings
 - Coordinate the WP input/output from/to supporting partners and external parties
 - Provide both detailed theoretical knowledge and analysis of the most important technologies
 - Maintain communication to the relevant related work package
 - Support the Innovation Director in the definition and implementation of the Innovation Strategy and Plan (defined in deliverable D1.5)
 - Support the Communication Director in the definition and implementation of the Communication Strategy and Plan (defined in deliverable D7.3)

2.5.1 Task Leader

Each task leader is responsible for the management of his/her tasks similar to the work package leader.

3 Communication and Collaboration

Besides traditional one-to-one email and phone communication, in order to facilitate internal communication and collaboration among the members of the consortium, there are two main means that require to be treated specifically in this quality assurance document: project distribution mailing lists and meetings (face to face and/or phone conferences).

To enable an efficient and ordered management of all the documentation and other artefacts generated during the execution of the project activities, and to ensure their availability to all members of the consortium, there have been set up two official repositories for the project: one for management of working documents, reports, official outputs and deliverables; and another one oriented to software and model versioning.

Dissemination and communication of project events and regular achievements to an audience external to the project is a task coordinated from WP7. Deliverables D7.2 and D7.3 will outline the overall strategy and plan for dissemination and communication activities of the project in M6. However, since communication and dissemination activities have already started, some general guidelines are provided in this document.

3.1 Distribution mailing lists

It is encouraged to all members of the consortium to address the right distribution list. Current mailing lists available are compiled in Table 1; additional mailing lists can be setup on request.

Target group	Distribution List Address
All TREDISEC consortium members	tredisec-all@lists.atosresearch.eu
Management/Legal/Financial contact points of all partners	tredisec-mgmt@lists.atosresearch.eu
WP2 members	tredisec-wp2@lists.atosresearch.eu
WP3 members	tredisec-wp3@lists.atosresearch.eu
WP4 members	tredisec-wp4@lists.atosresearch.eu
WP5 members	tredisec-wp5@lists.atosresearch.eu
WP6 members	tredisec-wp6@lists.atosresearch.eu
WP7 members	tredisec-wp7@lists.atosresearch.eu
Executive Board	tredisec-execboard@lists.atosresearch.eu
Press Office	tredisec-pressoffice@lists.atosresearch.eu

Table 1 TREDISEC distribution mailing lists

The following rules aim at ensuring a certain level of efficiency and etiquette in the communication through project mailing lists. Try to adhere to them as much as possible. Here are the most relevant rules, so if you have further interest in the subject you may refer to available sources online¹.

- Keep your questions and comments relevant to the focus of the discussion group.
- Keep paragraphs and messages short and to the point.
- If you are forwarding or re-posting a message you've received, do not change the wording. If the message was a personal message to you and you are re-posting to a group, you should ask permission first.

- If you should find yourself in a disagreement with one person, make your responses to each other via mail rather than continue to send messages to the list or the group. If you are debating a point on which the group might have some interest, you may summarize for them later.
- When posting a question to the discussion group, request that responses be directed to you personally. Post a summary or answer to your question to the group.
- When sending a message to more than one mailing list, especially if the lists are closely related, apologize for cross posting.
- When replying to a message posted to a discussion group, check the address to be certain it's going to the intended location (person or group). It can be very embarrassing if they reply incorrectly and post a personal message to the entire discussion group that was intended for an individual.
- Be brief without being overly terse. When replying to a message, include enough original material to be understood but no more. Edit out all the irrelevant material.

3.2 Project meetings and phone conferences

The following categories of meetings and phone conferences are envisioned to be organised during the project:

3.2.1 General Assembly (GA) meetings

General Assembly meetings will be organized at least twice per year to examine the project activities.

A meeting structure of at least one and a half days should be scheduled to allow the Work Package Leaders to discuss the WP coordination issues with the Project Coordinator and to assess risks in project implementation.

Various plenary sessions should be scheduled to inform the consortium on the progress of the project activities, as well as technical discussions moderated by WPL together with specific purpose sessions. A formal session for a PSB meeting should be allocated too.

Meeting frequency, their duration and structure will be constantly evaluated and changed according to project requirements, should any issue or risk arise during the project lifetime. The PSB will decide the approximated date and candidate location for the following GA, ideally during the GA meeting.

3.2.2 PSB and EB meetings

Sections 2.3 and 2.4 indicate the periodicity of the PSB and EB meetings respectively. The meetings could be either phone conferences or face-to-face meetings indifferently. For face-to-face meetings, they will be co-located as much as possible with General Assembly meetings to avoid unnecessary travelling.

3.2.3 WP or Task progress calls

Regular WP and Task conference calls must be set up to track progress of the activities of participants and report on the work carried out towards achieving the WP/Task objectives. Periodicity should be, at least, one per month.

The WP/Task leader must organise progress calls taking into account the constraints of the majority of the required participants (e.g. by using a voting poll facility such as <http://doodle.com>).

The WP/Task leader should decide the telephone system for hosting conference calls, prioritizing as much as possible the availability of local numbers for participants and some facilities for sharing documents, presentations, etc.

Specific conference calls and meetings are expected to be organised when preparing deliverables or other intermediate milestones.

3.2.4 WP or Task specific workshops (face-to-face)

Phone conferences are always the preferred means over face-to-face meetings, in order to minimize travelling within the project. When a WP/Task leader considers necessary to call for a face-to-face meeting, it should be notified to the PC formally by email, and at least 2 months in advance. The PC will consult the EB to evaluate possibilities of co-location together with other WP/Task meetings or to allocate it within an already scheduled GA meeting close in time.

3.2.5 *Project Review Meetings*

As established in the Grant Agreement, there are three review meetings where the EC representative and the external reviewers appointed by the Project Officer will evaluate the project execution and progress towards the objectives declared in the DoA.

The three reviews have been scheduled to be take place in M10, M19 and M36.

The PC (with the support of the WPL and all consortium members) will organise and prepare the review meetings in advance, following the guidelines listed next:

- Using and providing templates for review presentations available in the project repository (see 4.3.3)
- Preparing the agenda for review preparation and for the review meeting;
- Liaising with management participants and making sure that advance registration for the review is complete;
- Presiding over all review presentations;
- Presenting an overview of the project/activity in the beginning of the review;
- Ensuring the taking of minutes and providing the final version of minutes;
- Sending all partners the review report from the EU;
- Following up all comments and recommendations from the reviewers and EU Project Manager

3.2.6 *Best practices*

The following tables (Table 2 and Table 3) compile a series of guidelines and best practises for both organisers and participants in phone conferences and face-to-face meetings.

Entities organizing the conference call	Entities participating in the conference call
Inform participants well in advance about the date and time of the conference call, access numbers and access codes, and PIN numbers	Let the corresponding mailing list know when you cannot make it.
Inform the participants about the agenda of the conference call	Brief someone else about any concerns you should be clearing for others.
Ensure that all participants receive the necessary documents for the conference - such as agendas, reports, and outline documents - in good time.	Be punctual and try to keep to the allocated time.
Introduce the participants to each other	Limit the discussion to the relevant issues for that phone conference
Whenever possible use web share tools for sharing documents.	Provide comments and revision to the circulated minutes within the time frame and in the form indicated by the organiser.
Name a date for the next conference call - if applicable. Or propose using a voting facility (such as doodle poll) afterwards.	

Ensure that all participants receive a copy of the minutes. Use the template created for such purpose (see section 4.3.3)

Table 2 Best practices for phone conferences

Hosting organization	Meeting organizer
Arrange workshop rooms, equipment and catering	Identify the title and scope of the meeting, the duration and the preferred dates on which the workshop runs well in advance (at least 1 month) to the PC
Make available a document summarising most important logistic information (location of meeting room, suggested hotels nearby, how to get to the building, etc.) in the corresponding event folder in the project repository (see section 4.3.1.2)	Define the optimum number and identification of participants, prepare the agenda and making sure that meeting venue, time and agenda are distributed to participants in advance (minimum 1 month). Use the corresponding template for the agenda (see section 4.3.3)
Liaise with session participants and making sure that advance registration for the session is complete	Present an overview of the project/activity in the beginning of the meeting and prepare a final wrap up at the end summarizing conclusions and action points agreed during the meeting in all sessions.
Make sure that workshop material (e.g. booklet, sheets and pens) are adequately present	Preside over all session presentations and discussions, and drawing session conclusions.
Make sure time schedule is respected during the sessions/presentations	Ensuring the taking of minutes and put the final version of minutes in the corresponding event folder in the project repository (see section 4.3.1) using the corresponding template (see section 4.3.3)
Contribute to the comfort of the participants (explain where to find toilets, telephones, fax machines, internet, connection, refreshments, banks and shops, etc...)	

Table 3 Best practices for face-to-face meetings

3.3 Dissemination, Communication and Collaboration activities

In line with the official project dissemination and communication strategy, the members of the consortium will attend meetings to present regularly project advances and results.

3.3.1 Procedure

Any dissemination, communication or collaboration activity planned by consortium members should be in line with the dissemination and communication strategies defined in deliverables D7.2 and D7.3, released by M6.

A **spreadsheet** for announcing and reporting these activities (both planned and already executed) is available in the project repository under WP7 / Events folder. All partners must keep it up to date with their own activities.

Moreover, in order to adhere to the Innovation Strategy objectives defined in D1.5, any planned publication (scientific or not), presentation or talk should be validated in advance by the Press Office.

The Press Office is an instrument created in the context of WP7, which defines the Communication and Dissemination Strategy of the project, provides the means to execute it and ensures that this strategy is followed by all members of the consortium. The Press Office is constituted by the

Communication Director, who chairs the Press Office, the Project Coordinator, the Innovation Director, the Scientific Director and the WP7 leader.

The procedure for validation of publications and communications is described next:

1. Any partner that plans to do a publication, presentation or talk to outside the project consortium should communicate the proposal to the Communication Director by email, at least 1 week before the actual publication deadline. For scientific publications, the camera ready version should be used as a reference. The following details should be provided:
 - a. Title and a summary/abstract of the content to be disclosed.
 - b. In which format the information will be disclosed (paper, journal, presentation given, poster, press release, talk in an event, etc.)
 - c. Point to the dissemination and communication activities spreadsheet in the repository for further details of the proposal on the venue, etc.
2. The CD will send the proposal information to the members of the Press Office (Innovation Director, Scientific Director, Communication Director, Project Coordinator and WP7 leader) by using the specific mailing list. The members of the Press Office will have 3 working days for objecting.
3. If nothing is objected within this timeframe the proposal will be considered approved.
4. If there is any objection, the author will be requested to provide more details or questioned separately for a more in-depth review of the proposal. An amendment of the content of the publication could be requested too.
5. The entire process should not take more than 7 working days. If no agreement can be reached within 7 days, the Project Coordinator should call for a PSB extraordinary meeting to discuss the matter as per stated in the Consortium Agreement (section 8.3 Dissemination).

3.3.2 Rules for publications

Some basic rules for publications must be followed (see Table 4)

Publication type	Rules
Non-scientific	Use TREDISEC Logo Use EU disclaimer Use EU Logo
Scientific	Mention the following sentence in the acknowledge section: <i>TREDISEC project (G.A. no 644412) is funded by the European Union (EU) under the Information and Communication Technologies (ICT) theme of the Horizon 2020 (H2020) research and innovation programme.</i>

Table 4 Basic rules for publications

- **EU Disclaimer:** Mandatory Elements for acknowledgement texts are (mandatory in all kinds of publications):

“The work described in this <PUBLICATION_TYPE> has been conducted within the project TREDISEC. This project has received funding from the European Union’s Horizon 2020 (H2020) research and innovation programme under the Grant Agreement no 644412. This <PUBLICATION_TYPE> and the content included in it do not represent the opinion of the European Union, and the European Union is not responsible for any use that might be made of its content.”

- **Logos:** It is also mandatory to use logo of EU. This rule does not apply to scientific publications, which typically do not allow the inclusion of such logos. Both EU and TREDISEC logos are available in the project repository at TREDISEC / WP7 / T7.5 / Project_Graphical_Identity/Logo.

3.3.3 Scientific dissemination

A selection of highly-visible academic conferences and events will be proposed by the Dissemination Coordinator, to interact with the research community and foster the exchange of scientific knowledge beyond the project. The selected list of venues is shared with the project consortium in a spreadsheet available in the project repository, in a folder dedicated to Events under the WP7 folder. There is a specific tab of the spreadsheet for scientific dissemination activities, where the following information details should be provided:

- Year
- Title
- Dates
- Location
- Type of participation
- Deadline
- Relation to TREDISEC
- Links, URLs
- Participants
- Participation details (Title of Paper, Article in Journal, etc., link to abstract/paper)

The first 8 fields are mandatory for any dissemination opportunity, even if there is no planned submission or participation yet. This can be used to announce to other partners the opportunity.

If the publication is accepted, the last 2 fields in the spreadsheet must be filled in and a notification mail should be sent to the Communication Director in order to validate the camera ready version with the other members of the Press Office, in accordance to the procedure agreed (see 3.3.1 and D1.5)

3.3.4 Collaboration with other EU ICT projects and initiatives

An important focus for dissemination will be to other projects in the Horizon 2020 Programme, in particular to those projects that are also involved in solutions in the cloud security/trust areas, but also towards those developing architectures of the future. Along this objective TREDISEC will co-organise joint workshops and networking sessions with a selection of projects such as WITDOM² or PRISMACLOUD³, to name some examples of projects already contacted.

These collaboration activities must be also communicated in advance to the Communication Director according to the procedure described in section 3.3.1.

3.3.5 Communication

To raise awareness on issues related to providing secure, trusted and efficient cloud in relevant industry, end users, policy makers, as well as in a wider (not necessarily specialist) audience, TREDISEC, by means of the Communication Director, will seek opportunities for participation and co-organisation of events and workshops that help achieving the following goals:

- Improve visibility of the project developments and enhance reputation of the consortium members
- Draw the attention of national governments, regional authorities and other public and private entities and organizations to the benefits of TREDISEC research
- Support exploitation of the TREDISEC results, ensuring that the project outcomes will be taken into production

- Generate market demand for the services and innovative solutions produced by TREDISEC

The selected list of venues is shared with the project consortium in a spreadsheet available in the project repository, in a folder dedicated to Events under the WP7 folder. There is a specific tab of the spreadsheet for communication activities, where the following information details should be provided:

- Year
- Venue (and link)
- Dates
- Location
- Type of participation
- Deadline
- Relation to TREDISEC
- Type of audience
- Size of audience
- Already attending? (who)
- Want to attend? (who)
- Comments

The first 9 fields are mandatory for any communication opportunity, even if there is no planned participation yet. This can be used to announce to other partners the opportunity.

Whenever a participation is planned (or already decided), the last 3 fields in the spreadsheet must be filled in explaining who is going to participate and in which mode. Once that is done, a notification mail should be sent to the Communication Director in order to validate with the other members of the Press Office, in accordance to the procedure agreed (see 3.3.1).

3.3.6 Travelling to non-EU countries

Attendance to events, conferences, venues taking place in non-EU countries is in principle discouraged.

Should you plan to attend an event in a non-EU country and to claim the associated travel costs to the EC in the corresponding financial statement, it must be notified in advance to the PC for validation with the PO.

Since the validation by the PO could take some time (and more details/clarifications about the trip could be required), it is advised that project partners communicate the PC about the details of the planned trip well in advance, to avoid purchasing flights, hotels, conference registration, etc. in vain.

The following rules apply in this case:

- The following information should be provided by email to the PC about the planned trip to non-EU countries, which will be forwarded to the P.O.:
 - Destination country/city
 - Trip dates
 - Purpose of the trip (provide as much details as possible to justify the trip: e.g. conference name, link, reason for attendance, title/abstract of the paper/presentation, etc.)
 - Relation with TREDISEC
- The PC will try to speed up the process as much as possible, but it is the responsibility of project partners to decide when is exactly “well in advance”.

-
- Costs that do not have the specific mail with the OK from PC will not be accepted in cost claims

4 Management of documents and other project artefacts

4.1 Document edition

Some basic rules for document edition are summarized in Table 5.

	Rule	Exceptions
Editing Tools	Suite Documents: Microsoft Word 2010 Presentations: Microsoft PowerPoint 2010 Spreadsheets: Microsoft Excel 2010	Other editing suite tools can be used under the following conditions: Deliverable editor must agree with contributors in advance Deliverable editor must provide the template for the new format (Atos only provides templates for the official editing tools) If a contributor does not use the selected not-official editing tool/format, the deliverable editor is responsible for integrating these contributions provided in the official editing format/tool
Language	English (UK)	
Nomenclature	<i>Date_DocName_Status_Version_Partner</i> <i>Date</i> : when the document was first created <i>Status</i> : draft, final (see 4.2.3) <i>Mandatory for deliverable documents</i> E.g.: 20150423_WP1_Presentation_draft_v0.2_Atos.pptx	For non-deliverable documents these rules might be relaxed. However, try to stick to the rule as much as possible.
Templates	Deliverable template in Word Agenda and Minutes template in Word Presentation template in PowerPoint Deliverable review template in Word Reporting templates in Word Repository path : TREDISEC > Templates (see 4.3.3)	Other templates created using other editing tools/format, should be also made available in the Templates folder of the repository

Table 5 Document edition: cheat-sheet

4.2 Deliverables production

In order to submit to the EC only documents of the highest quality level possible, once a deliverable is finished, it will go through a two-stage review process, plus a quality check. Three different people (1 peer reviewer, 1 approval, 1 quality manager) within the consortium will review the document before actually uploading it to the EC platform. The list of appointed reviewers for each document will be available well in advance to ensure proper planning. Some rules apply in the appointment of peer reviewers and approvals for each deliverable.

There are two artefacts that support the successful operation of this process:

- *Template for Deliverable*: ensures a homogeneous structure and visual aspect for all deliverables.
- *Template for Deliverable Review*: used to report on the results of the review process and to communicate deliverable editors' comments, questions, clarifications and proposals for changes in the deliverable.

The last version of both documents will be always available in the project repository, in a dedicated folder for templates (see 4.3.3).

Interim versions of the deliverable as well as deliverable review reports must be kept in the project repository, in the corresponding deliverable folder, to make them available to the consortium.

4.2.1 The Short-Deliverable Policy

Very long deliverables creates several problems:

- It takes longer to write them,
- Their revision requires long time, and results in more comments that require further revisions,
- They are not readable and prone to lose the focus.

Therefore, we must design deliverables from the beginning to be clear about the objective, and then be very concise about which content to include in the documents. The focus must be **clear and concise**. Avoid repeating content from other documents (always use references for that) and synthesize, summarize and get to the point always.

It is of utmost importance to have a clear **Executive Summary**, an **Introduction section outlining clearly the Purpose and Scope**, and a **Conclusions** section.

The **right size** for a given deliverable depends largely on the topic, the objective, etc., but establishing a maximum size of **30 pages for dissemination/exploitation documents and 50 pages for technical deliverables**. If a deliverable grows larger than that, then it must go an internal revision with the PC, before it can be submitted to peer review.

4.2.2 Roles

The following are the roles participating in the process of production of deliverables:

- **Deliverable leader**: is the main editor and leads the deliverable production process, being the responsible for the submission of a high quality deliverable in due time. The leader is also the main contact point with the other roles, being in charge of uploading the document to the right location in the project repository and of notifying the peer reviewer, approval and quality manager whenever the document is ready for the next step in the deliverable production process.
- **Deliverable contributor**: participates in the production of the deliverable by contributing with content and supporting the leader in producing a high quality deliverable, addressing reviewers' comments and requests.
- **Deliverable peer reviewer**: must not be a direct contributor to the deliverable and is responsible for carefully reviewing the content of the deliverable, ensuring the deliverable objectives are met, from a scientific/technical point of view, but also that the overall review objectives are fulfilled by the deliverable. Ideally, should have a special interest in the topic covered by the deliverable

(e.g. a related WP/task leader). A proof-reading is expected by the peer reviewer as well. The peer reviewer must fill in the review report (using the template created for that purpose) in due time. Comments can be also provided in the document using MS Word features such as track-changes or review comments. The peer reviewer must upload the deliverable document (with comments) and the review report to the project repository, and notify the deliverable leader accordingly.

- **Deliverable approval reviewer:** The approval process consists in ensuring that the comments/requests in the peer review report have been indeed addressed by the deliverable leader/contributors, keeping in touch with the peer reviewer if necessary. The appointed approver must update the corresponding section in the review report (following the template created for that purpose) in due time. Optionally, the approver can make other suggestions or comments to the deliverable leader. The deliverable document and the updated review report must be uploaded to the project repository and notify the deliverable leader accordingly.
- **Deliverable quality manager:** a member of the coordination team (Atos) will perform a last round of proof-reading, to find and correct typographical errors and mistakes in grammar, style, spelling and layout that the modifications done when addressing review comments and requests may have introduced. The quality manager is responsible for uploading the final version of the deliverable to the correct location in the project repository and into the European Commission platform.

4.2.3 Process

Figure 2 provides a high level overview the different stages of the process of production of deliverables. The figure also indicates, for each stage (in rounded rectangle), the corresponding document state (in a rectangle).

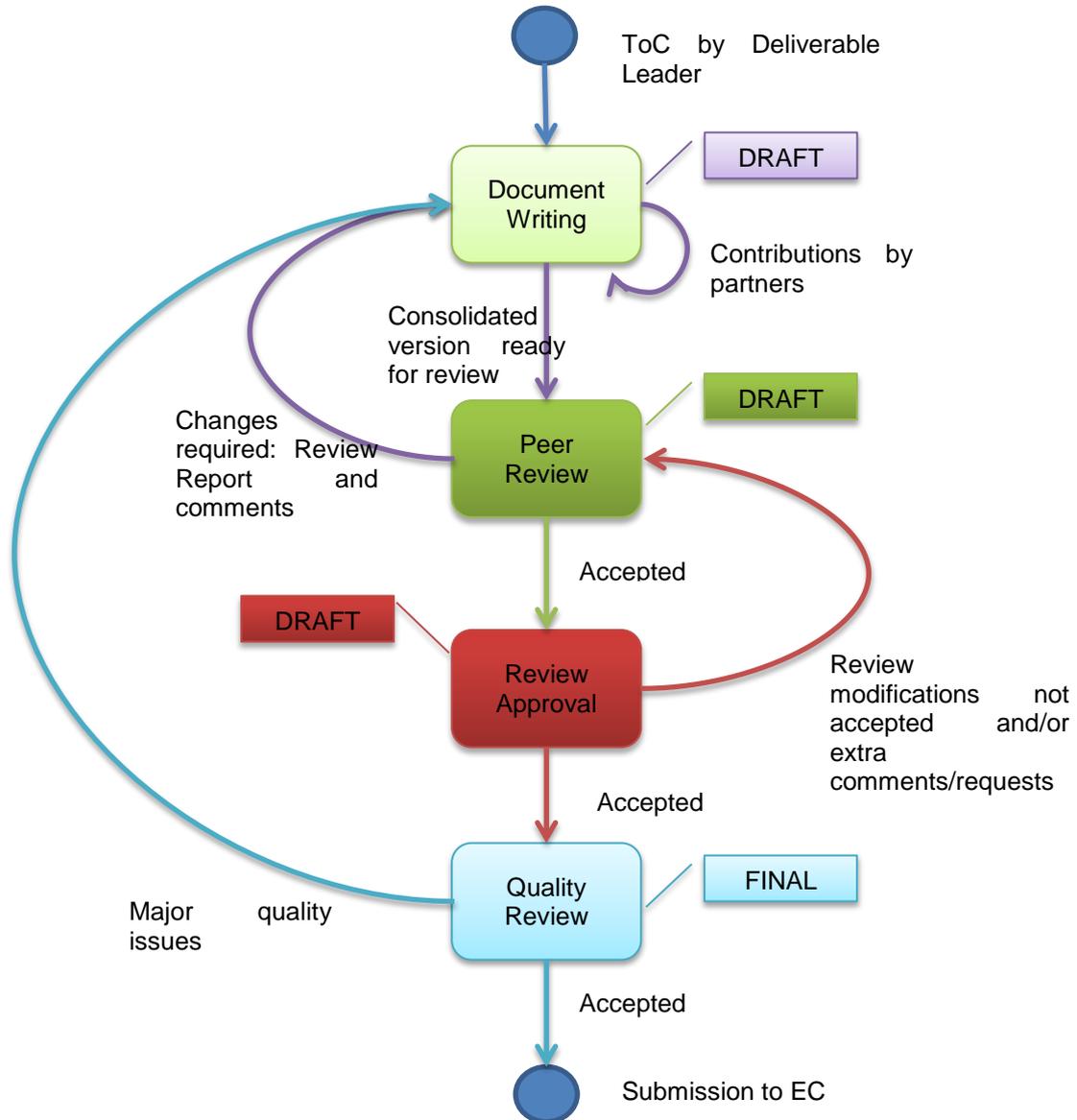


Figure 2 Process of production of deliverables: stages and document state

The different stages are explained in more detail in the tables next:

Process Stage	Document writing
Responsible role	Deliverable Leader
Other roles involved	Deliverable contributors
Deliverable state	Draft
Input	N/A

Output	Deliverable document
---------------	----------------------

Process Stage	Peer Review
Responsible role	Appointed Peer Reviewer
Other roles involved	Deliverable Leader
Deliverable state	Draft
Input	Deliverable document: consolidated draft, ready for review
Output	Deliverable Review Report Deliverable document with comments (optional)

Process Stage	Review approval
Responsible role	Appointed Approval Reviewer
Other roles involved	Deliverable Leader
Deliverable state	Draft
Input	Deliverable document: updated addressing peer review comments and requests for changes Deliverable Review Report
Output	Deliverable Review Report: updated with approval reviewer comments Deliverable document with comments (optional)

Process Stage	Quality Review
Responsible role	Quality Manager (Atos)
Other roles involved	Deliverable Leader
Deliverable state	Final
Input	Deliverable document: approved
Output	Deliverable document: final, ready for submission to EC

4.2.4 Schedule

The entire review process could require of four weeks allowing for various feedback loops between the different reviewers and the deliverable leader (and contributors). The schedule proposed in Table 6 is recommended and deliverable leaders are encouraged to adhere to it. However, the timing of specific review stages can be reduced if previously agreed between the deliverable leader and the corresponding reviewers.

Review Process Stage	Starts When	Duration	Roles involved
Peer Review	4 weeks before submission date	2 weeks	Deliverable Leader Peer Reviewer
Approval	2 weeks before submission date	1 week	Deliverable Leader Approval Reviewer Peer Reviewer (optional)
Quality Check	1 week before submission date	1 week	Deliverable Leader Quality Manager

Table 6 Schedule for the review process of deliverables

For example, in the case of deliverable D2.1 “Description of the context scenarios and use case definition” with a delivery date set by M6, which corresponds to end of September 2015, the following (see Table 7) will be the expected schedule for the review process:

Review Process Stage	Starts When	Duration	Roles involved
Peer Review	1 st September 2015	2 weeks	Deliverable Leader Peer Reviewer
Approval	16 th September 2015	1 week	Deliverable Leader Approval Reviewer Peer Reviewer (optional)
Quality Check	23 rd September 2015	1 week	Deliverable Leader Quality Manager
Submission	30 th September 2015 (M6)		Quality Manager

Table 7 Example of schedule for deliverable D2.1

It is the responsibility of the deliverable leader to make sure the document is ready for starting peer review process by the corresponding date and therefore, to plan the previous writing phase (and interim draft versions) accordingly.

4.2.5 List of appointed reviewers

An updated list of reviewers (peers and approvals) for each deliverable will be kept in a dedicated spreadsheet in the project repository, in the folder TREDISEC / Deliverables.

The appointment of a reviewer to a particular deliverable will follow some basic rules in each case:

- **Peer reviewer**

Must not be a direct contributor to the document under review. Must have a special interest in the topic covered by the deliverable (e.g. a related WP/task/deliverable leader, main role in a task that depends on the work described in the deliverable).

- **Approval reviewer**

The person appointed must not be a direct contributor to the document under review, although someone else belonging to the same organisation could have been involved in the writing. Ideally, should be a senior role.

In the appointment of reviewers, it should be taken into account the overall workload to avoid an unbalanced assignment among consortium partners.

The list of appointed reviewers can be updated whenever it is considered necessary, but any request for a change in the list must be validated by the EB.

It is also envisioned that some specific deliverables would require of a more in-depth review or to be reviewed by multiple peer reviewers, because of the key importance and high impact the document could have for the rest of the project work packages (e.g. WP2 deliverables). If that is the case, it will be reflected in the list of appointed reviewers.

4.3 Supporting tools and artefacts

4.3.1 Project repository

The TREDISEC official repository is an instance (hosted and managed by Atos) of the technology *ownCloud*⁴, an open source file sync and share software that provides a safe, secure, and compliant file synchronization and sharing solution on servers controlled by Atos.

Access is restricted to project partners. Contact beatriz.gallego-nicasio@atos.net or inmaculada.quesada@atos.net to request access to the project repository.

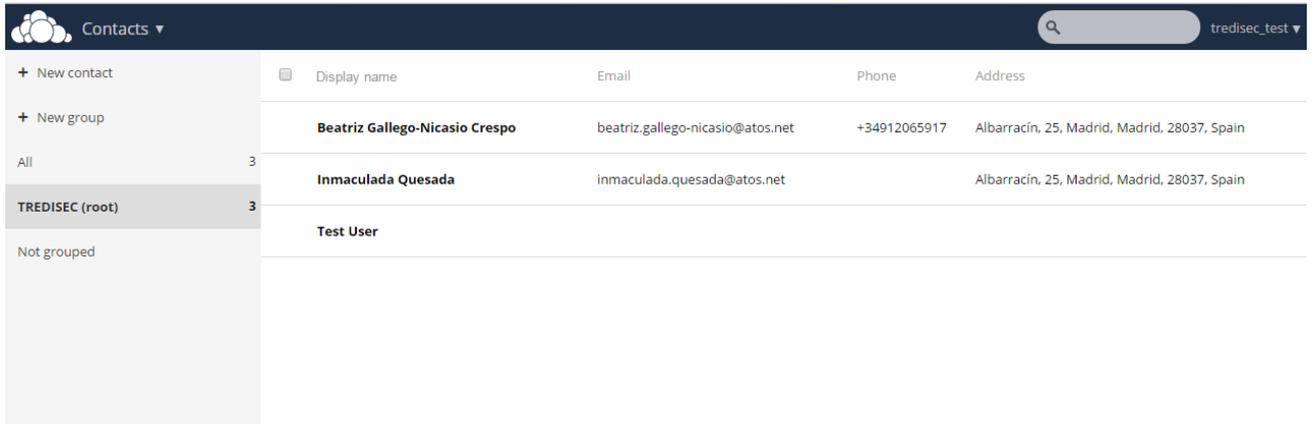
Besides the online web access, the repository fully supports the WebDAV protocol, allowing connection and synchronization of the local file system with the ownCloud repository files over WebDAV on Linux, Mac OS X and Windows in the same way as any remote network share.

In addition to the file management and synchronization functionality, the project repository also provides two other useful features:

- **Contact list**

The *Contacts* menu loads the “Contacts” view (see Figure 3).

Besides the TREDISEC contact list, which is shared among the registered users, multiple personal contact lists can be created (not shared by default).



Display name	Email	Phone	Address
Beatriz Gallego-Nicasio Crespo	beatriz.gallego-nicasio@atos.net	+34912065917	Albarracín, 25, Madrid, Madrid, 28037, Spain
Inmaculada Quesada	inmaculada.quesada@atos.net		Albarracín, 25, Madrid, Madrid, 28037, Spain
Test User			

Figure 3 Contacts list

- **Calendar**

The Calendar menu loads the “calendar” view. There are 2 calendars available, by default:

- TREDISEC calendar: the project calendar shared by everyone in the consortium.
- Personal calendar: a personal calendar (private by default). This calendar can be shared by explicitly giving permissions to a group or individual.

A calendar, and the individual events/appointments created on it, can be exported using the iCalendar⁵ standard.

There is a basic user manual that has been circulated among partners by means of the distribution mailing list and it is also available in the repository itself (in the folder corresponding to Task 1.1, Internal Collaboration Tools). For detailed documentation consult the ownCloud online documentation⁶.

A default repository structure has been already created for TREDISEC, based mainly in the WP/Task structure of the project as defined by the DoA. See Figure 4.

A specific folder to keep Project Deliverables in a final status (i.e. submitted to the EC) and a folder for maintaining the last version of all document templates have been created too.

A folder for events and meeting information has been created besides the WP structure.

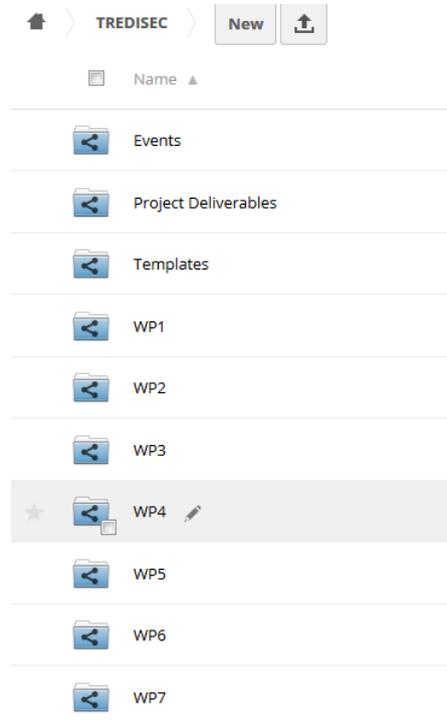


Figure 4 Repository root level structure

4.3.1.1 Work-package folder content

A common structure approach is followed in all WP folders:

- One folder per task
- One folder for conference calls information (agenda, minutes, presentations, other supporting material)

The default structure has been already created for all work-packages. As an example, Figure 5 shows the structure for WP2.

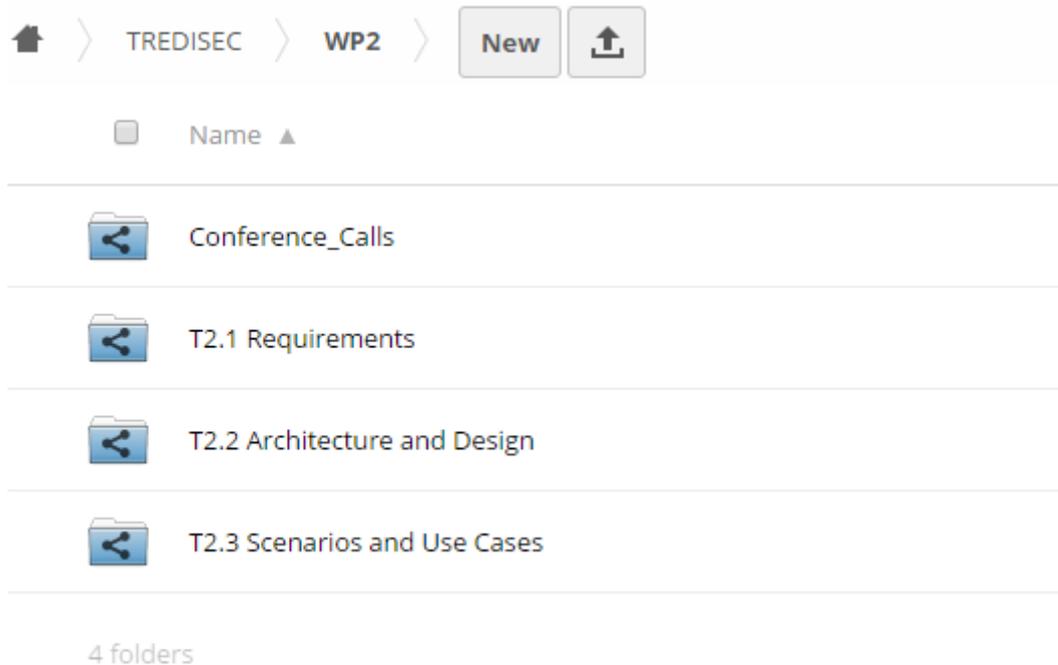


Figure 5 WP2 folder structure

It is expected to create **a specific folder for each deliverable** within each work-package. It is up to the WP leader to put it at the level of the WP or at the level of a specific Task. The deliverable folder will contain draft versions with work in progress, whereas final versions should be copied by the deliverable editor to the Final folder in the Project Deliverables folder, as explained in section 4.3.1.3.

4.3.1.2 Events folder content

All meetings organized during the project (General Assembly meetings, WP specific, project reviews, etc.) and events where the project participates must have a dedicated folder inside this folder.

In each event-specific folder there must be kept the following artifacts as a minimum:

- Agenda
- Minutes
- Presentations
- Location information

Other supporting material (videos, software, etc.) can be kept in here too.

4.3.1.3 Project deliverables folder content

This folder is intended to keep final versions of deliverables (as provided by deliverable editors to PC) and the actual version submitted to the EC (after quality review), these will be kept here **in pdf format (at least)** and/or MS Word when possible.

This folder should not be used for keeping draft, work in progress or interim versions (which should be kept in the corresponding WP folder). This way, this folder can be used always as a reference for everyone for final version of deliverables.

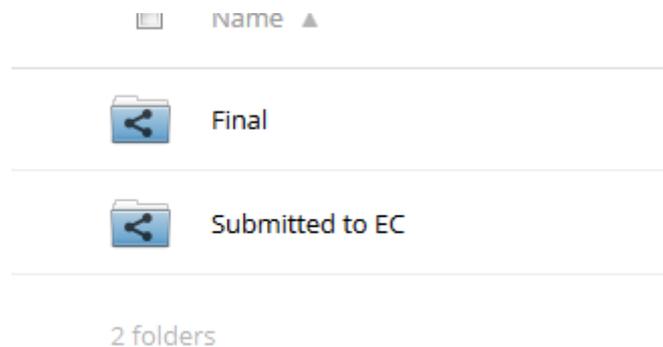


Figure 6 Content of the Project Deliverables folder

The folder labelled **Final** in Figure 6 should be **used by deliverable editors** to put final versions ready to be reviewed by Atos in terms of quality before submission to the EC.

The folder labelled **Submitted to EC**, will be **used only by Atos** (as PC), to put the version of the deliverable once submitted to the EC using the EC Participant Portal platform.

4.3.1.4 Templates folder content

This folder will keep always the official version of document templates to be used by project partners in their presentations, documents, deliverables and deliverable reviews.

Besides this folder, there is another folder in the repository where older versions, working versions as well as any new tentative version of document templates are stored. This folder is at WP7/Task7.5/Project_Graphical_Identity/Templates, and should be understood as a *work in progress* folder to be used by Task 7.5 to keep interim versions.

4.3.2 GitLab

In addition to the ownCloud project repository, which is the official document store of the project and where all final versions of official deliverables must be kept, Atos has set up a GitLab⁷ platform to support TREDISEC technical work. The GitLab platform offers a Git repository for code versioning, reviews, issue tracking and wikis, among other features.

In principle, the GitLab platform is intended to be used as follows:

- in the context of WP6, to support development activities, testing and integration
- in the context of WP2, to support versioning in use case modelling and architecture design
- in the context of WP3, WP4 and WP5, to support modelling and development side activities

The GitLab platform is managed by Atos and can be accessed upon request to beatriz.gallego-nicasio@atos.net. The default access is restricted to members of the consortium, but it is possible to define publicly accessible git projects to support dissemination of project results to a wider community. Any request to offer publicly accessible content of the GitLab must go through a formal request to the PSB.

4.3.3 Templates

There is a set of document templates that project partners must use. The templates have been designed in accordance to the Project Graphical Identity defined in the context of Task 7.5 Communication.

The last version of the templates will be kept always in a root folder of the project official repository (see Figure 4 in section 4.3.1).

There are templates available for the following purposes:

- Deliverable writing

- Deliverable review
- Presentations
- Reporting: QARs, PPRs, Financial

5 Reporting (financial and activity)

5.1 Official reporting (EC)

The EC established **2 reporting periods** in the Grant Agreement:

- RP1 at M18
- RP2 at M36

These reports entail each partner's declaration of financial statements costs and efforts (real) for the period.

5.1.1 Periodic reports

Besides, the DoA establishes **3 Project Periodic reports** which are deliverables, i.e. contractual documents that the TREDISEC consortium committed to provide at the following points in time:

- D1.2 at M10 (aligned to 1st review)
- D1.3 at M18 (aligned to RP1)
- D1.4 at M36 (final, aligned to both RP2 and Final Review)

The structure and content of the periodic reports is defined by the Grant Agreement and can be summarized as follows:

Periodic technical report containing

- an explanation of the work carried out by the beneficiaries overview of the progress towards the objectives of the action, including milestones and deliverables, differences between work expected and that actually carried out, exploitation and dissemination of the results
- a summary for publication by the EC, answers to the H2020 questionnaire (covering issues related to the action implementation and the economic and societal impact, notably in the context of the Horizon 2020 key performance indicators and the Horizon 2020 monitoring requirements)

Periodic financial report containing

- individual financial statement from each beneficiary
- explanation of the use of resources, subcontracting and in-kind contributions provided by third parties from each beneficiary
- Atos, as coordination party, will be in charge of collecting from all consortium partners the information required to fill in the Periodic Reports.

5.1.2 Final report

A final report has to be submitted within 60 days after the end of the project.

This final report shall comprise:

- A **final publishable summary report** covering results, conclusions and socio-economic impact of the project.
- A report covering the **wider societal implications** of the project, in the form of a questionnaire, including gender equality actions, ethical issues, efforts to involve other actors and to spread awareness, as well as the **plan for the use and dissemination of foreground**.

After the final payment is received from the EC, the following should be submitted:

- A report on the distribution of the Community financial contribution between beneficiaries (see Article II.4.3 of the Grant Agreement). This report must be submitted 30 days **after receipt of the final payment** (not required for intermediate payments).

5.2 Internal project reporting

The objectives of internal project reports are two-fold:

- To track the progress of the project, monitor use of resources, deviations and plan mitigation actions
- Contribute to official Periodic Reports

To facilitate the process and minimize efforts, a set of templates for reporting are available in the project repository (see section 4.3.3). Atos, in collaboration with the WP leaders will collect, consolidate and revise the information provided in reports. The Executive Board must formally approve the reports in each period.

5.2.1 Quarterly Activity Reports (QARs)

Partners must report their activities in each WP and Task where they are involved, every 3 months. This will help WP and Task leaders monitor the progress of the work towards achieving specific objectives, but also track partner contributions in order to detect potential deviations from the plan early enough to implement mitigation actions.

Table 8 summarizes the most important points about QARs such as frequency, responsible roles, content and level of detail expected in the reports, and the procedure outlining the responsibilities of each role involved.

Quarterly Activity Reports (QARs)		
Frequency	Every 3 months	
Responsible	Atos – WP leaders	
Level of detail	WP - Task	
Content	<ul style="list-style-type: none"> - Activities carried out by beneficiaries in each task - Dissemination, exploitation activities - Progress towards objectives - Milestones achieved, deliverables submitted - Deviations from work-plan, mitigation actions, risk assessment 	
Procedure	Beneficiary	<ul style="list-style-type: none"> - Describe work done in each Task-WP - List dissemination, exploitation activities
	WP Leader	<ul style="list-style-type: none"> - Collect input from partners - Complete WP-level Information
	Atos	Consolidate QARs
	EB	Approve QAR

Table 8 Quarterly Activity Reports (QARs) cheat-sheet

5.2.2 Project Progress Reports (PPRs)

Project Progress Reports are a special flavour of QARs that contains, besides the activity reporting and the assessment of WP progress towards objectives, information about efforts and cost spent in a 6 month-period basis. Cost and effort figures provided every 6 months can be good estimates (except for the cases where PPRs concur with a Reporting Period, that is M18 and M36 where figures must be real), but still serve EB to control the effort and cost consumptions in a regular basis, avoid severe deviations from the plan and take mitigation actions if necessary.

The method to collect PPRs is the same as for QARs (where WP leaders collect QAR input from partners) except for the part that corresponds to costs/efforts that will be collected by Atos directly from each individual partner, using a separate dedicated template.

Similarly to QARs, the key points about PPRs are summarized in Table 9.

Project Progress Reports (PPRs)		
Frequency	Every 6 months	
Responsible	Atos – WP leaders	
Level of detail	Project – WP - Task	
Content	<ul style="list-style-type: none"> - QARs - Efforts (PMs) per WP-Task (good estimates) - Costs (good estimates) - Deviations from plan in effort and costs 	
Procedure	Beneficiary	<ul style="list-style-type: none"> - Provide input for QAR - Provide estimate effort and costs, justify deviations
	WP Leader	Collect QAR input
	Atos	Collect costs
	EB	Approve QAR
	Atos	Consolidate and approve PPR

Table 9 Project Progress Reports (PPRs) cheat-sheet

5.3 Report Planning

The following two diagrams (Figure 7 and Figure 8) graphically represent the schedule of reports for entire project duration, including deliverables D1.2, D1.3 and D1.4.

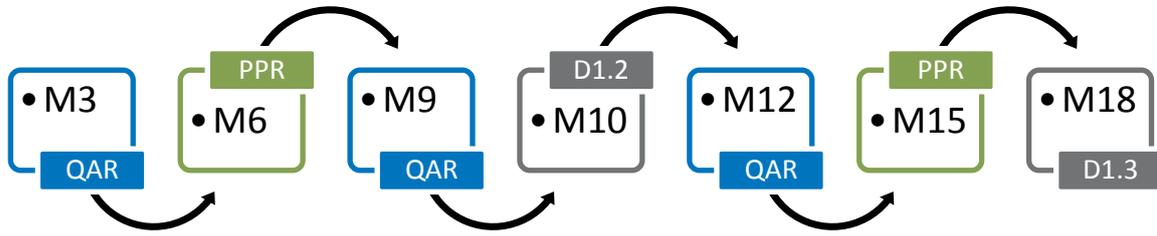


Figure 7 Plan of reports for the First Reporting Period (RP1)

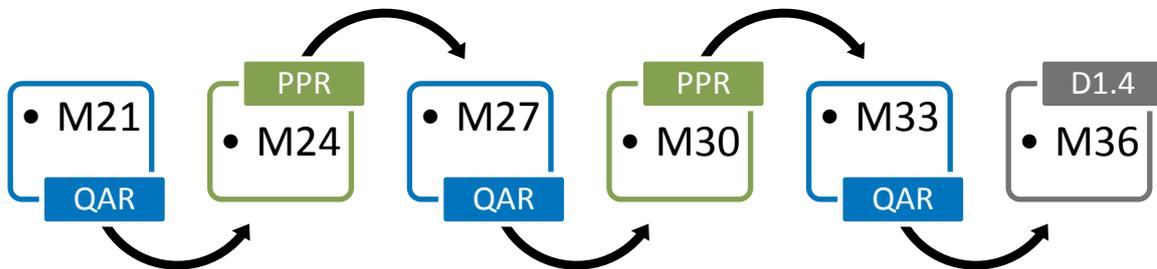


Figure 8 Plan of reports for the Second Reporting Period (RP2)

For the case of QARs and PPRs, Atos will circulate templates right after each reporting period ends and partners will have 2 weeks to provide the required input. After that, a week for consolidation and review will follow and final versions of each report must be approved by EB within a month after the reporting period is due.

For example, QAR at M3 corresponds to June 2015. The 1st of July Atos will circulate the QAR template among WP leaders. The deadline for WP leaders to provide Atos with the template filled in would be July 15th, so WP leaders are responsible for circulating the QAR template among partners involved in the WP and collect their inputs in time. WP leaders send to Atos the consolidated WP-specific QAR and Atos consolidates all of them into a single period QAR. The consolidated QAR is circulated by Atos to the EB members for revision, comments and approval.

In the case of PPR at M6, for example, the 1st of October Atos will circulate the QAR template among WP leaders (as with the QAR explained before), and the template for cost/effort reporting among management contact points of each consortium partner (using the tredisec-mgmt distribution list). The QAR procedure is similar and WP leaders must provide Atos with the consolidated WP-specific QAR by October 15th. Contact points of each consortium partner must provide the effort/cost reporting template filled in by October 15th too. Atos will consolidate both parts into a single period PPR that will be circulated among EB members for revision, comments and approval.

Deliverable D1.2, D1.3 and D1.4 will incorporate to a great extent what has been already reported in the corresponding previous QARs and PPRs, but other content will be included, in order to be aligned with the guidelines established in the Grant Agreement.

6 Risk management

The risk management has the objective to avoid or minimize impact of potentially possible but unforeseen or unlikely external or internal events that change the likelihood to achieve the targeted outcome in projected time, quality or cost.

Based on the risks and contingencies plans outlined in the DoA (part B section 2.3.2.5 and part A table 1.3.5) the risk management process is repeated at regular intervals during the project execution to control risk factors. It implements mitigation wherever and whenever necessary. Not all events can be foreseen but the continuous monitoring shall catch all events that endanger the success of the project or the quality of the results.

The Executive Board must monitor closely the risks and WP leaders must evaluate and update their likelihood regularly. It is also expected that new risks may appear and some others will be discarded because risks are dynamic. Three tasks should be integrated in the management activities:

- Develop consistent and comprehensive reporting procedures.
- Monitor risk and contingency resolution.
- Provide feedback of analysis and mitigation for future risk assessment and allocation.

Every 3 months, as part of the WP-level information of the QARs (see Table 8), Risks Status will be assessed by using a basic RAG score model. The QAR will be used also to describe new ones or to report those that have disappeared, and to evaluate and update the corresponding contingency plans.

7 Change management

A Project of the size, complexity and duration of TREDISEC cannot exist without adapting to changes from within or from outside of the project.

Changes might go from members leaving the consortium (new ones will surely join), modifications in the DoA (i.e. particularly the work breakdown), adaptations of the Consortium Agreement (CA) and last but not least in the various deliverable documents that are the base for the activities in individual projects.

Innovation Management will closely monitor the progress of R&D activities in the project to ensure relevance and alignment to market and technology advances and emerging trends. As described in the Innovation Strategy Plan (D1.5), it is foreseen that on the risk of TREDISEC losing relevance from an innovative perspective, it is foreseen acting on the WP or Tasks plan and objectives.

The following outlines the procedure to request and implement changes in TREDISEC for each of the different cases.

7.1 Deliverables

Deliverables are contractual documents. Once submitted to the Commission, they are regarded to be final and no amendments are possible. However, if there is a need of change, then a new deliverable might need to be created and submitted to the Commission, or an amended version of the original deliverable. In such cases, the Project management checks and proposes the new deliverable or amended version to the EB for approval. The changes are communicated to the PO at the Commission for approval / acceptance.

7.2 Description of Action (DoA)

Two main categories of changes of the text of the DoA are considered:

- **Changes without effect on the results or other contracted items**

The change process is the following:

1. Change requests prepared by the owner / partners / task leads have to be consolidated with the WP lead and submitted to the EB.
2. The PC checks and proposes the change to the PSB for approval.
3. The changes are integrated into the next DoA amendment.

- **Changes with effect**

Changes with effect on the overall results and objectives need the approval of the PO and possibly require a more formal cycle after agreed within the Project.

The change process (**DoA amendment**) is the following.

1. Change requests prepared by the owner / partners / Task leads have to be consolidated with the WP lead and submitted to the PC.
2. The PC checks and proposes to the PSB for approval.
3. The changes are communicated to the PO at the EC for approval / acceptance.
4. After approval formally modifications are integrated.

7.3 Consortium Agreement (CA)

A Consortium Agreement (CA) has been signed off by all members of the project consortium. The CA is based upon Regulation (EU) No 1290/2013 of the European Parliament and of the Council of 11 December 2013, laying down the rules for the participation and dissemination in "Horizon 2020 – the Framework Programme for Research and Innovation (2014-2020)". The CA specifies, with respect to

the Project, the relationships among the consortium members (i.e. parties), in particular concerning the organisation of the work between them, the management of the Project and the rights and obligations of the Parties concerning inter alia liability, indemnification, Access Rights and dispute resolution.

Any request for changes to the CA must follow this process:

- The party requesting the change must contact the Project Coordinator.
- The Project Coordinator calls for an extraordinary PSB meeting where the proposal for changes will be discussed under the rules stated in the current agreed version of the CA.

8 IPR management

The purpose of the Consortium Agreement is to establish a legal framework for the project in order to provide clear regulations for issues within the consortium related to the work, IP-Ownership, Confidential Information, Access Rights to Background and Foreground IP for the duration of the project and any other matters of the consortium interest.

All provisions regarding Intellectual Property Rights of foreground developed in TREDISEC project are subject to Section 3 of the Grant Agreement and to the provisions laid out in TREDISEC Consortium Agreement. Therefore, any issue related to IPR must be discussed in a PSB meeting.

9 Conclusions

This document compiles definitions of the project government bodies, summarizes all the procedures to ensure a successful collaborative work within the project, describes the involved roles and tasks, the tools and instruments available, in order to conduct the work towards meeting the project objectives with the highest possible quality level.

The document aims at being a project execution handbook and a reference for all project consortium members for the entire project duration.

10 References

- ¹ <http://en.wikipedia.org/wiki/Netiquette>, <http://tools.ietf.org/html/rfc1855>
- ² www.witdom.eu
- ³ <https://prismacloud.eu/>
- ⁴ <https://owncloud.org/>
- ⁵ <http://tools.ietf.org/html/rfc6868>.
- ⁶ https://doc.owncloud.org/server/8.0/user_manual/
- ⁷ <https://about.gitlab.com/>