Ref. Ares(2016)6527933 - 21/11/2016

H2020 – BES – 05 – 2015

Research and Innovation Action

iCROSS Intelligent Portable ContROl SyStem

This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 700626

D8.1 Quality Management Plan

Report Identifier:	D8.1		
Work-package, Task:	WP8	**Status – Version:**	1.00
Distribution Security:	CO	**Deliverable Type:**	R
Editor:	ED		
Contributors:	ALL		
Reviewers:	ICCS, MMU		
Quality Reviewer:	ED		
Keywords:	Risk based approach, deception detection, anti-hacking cloud based architecture, identification and authentication		
Project website: www.icross-project.eu			

Copyright notice

© Copyright 2016-2019 by the iCROSS Consortium

This document contains information that is protected by copyright. All Rights Reserved. No part of this work covered by copyright hereon may be reproduced or used in any form or by any means without the permission of the copyright holders.

Table of Contents

List of Tables

List of Figures

Abbreviations

DoW	Description of Work
EU	European Union
GA	Grant Agreement
HW, H/W	Hardware
IDEB	Innovation, Dissemination & Exploitation Board
IDEM	Innovation, Dissemination & Exploitation Manager
IP	Intellectual Property
IPR	Intellectual Property Rights
KPI	Key Performance Indicator
PC	Project Coordinator
PCT	Project Coordination Team
PI	Principal Investigator
PST	Project Steering Committee
QAS	Quality Assurance Supervisor
QMP	Quality Management Plan
SAB	Security Advisory Board
SW, S/W	Software
TL	Task Leader
TM	Technical Manager
TSC	Technical & Scientific Committee
WP	Work Package
WPL	Work Package Leader

Executive Summary

This document describes the quality management procedures that apply to iCROSS design, implementation and pilot stages. The close following of, and coherence to the Quality Management Plan is a joint responsibility of all project partners until the complete discharge of all obligations under the EC Grant Contract in order to ensure the quality of all project deliverables and the following of the coordination guidelines among partners during the project's tasks execution. The plan presented hereafter, consists of planned and systematic processes and steps to determine and ensure achievement of the iCROSS quality objectives. Moreover, it is going to be used to monitor the corrective actions employed to verify that agreed procedures are in place and are being adequately implemented. To this end, this document identifies a list of Key Performance Indicators (KPIs) that will be used and continuously updated throughout the life of iCROSS in order to monitor the progress and also the quality of the work performed in the various executed tasks.

1 Introduction

1.1 Purpose of this Document

The Quality Management Plan documents the necessary information required to effectively manage project quality from project planning to delivery. It defines a project's quality policies, procedures, criteria for and areas of application, and roles, responsibilities and authorities.

The purpose of this document is to provide the description of the quality procedures that will be applied along the project implementation stages. The Quality Management Plan is the joint responsibility of all project partners until the complete discharge of all obligations under the EC grant.

The Quality Management Plan ensures the quality of all project deliverables and the proper coordination among partners during the tasks' execution. In more detail, the Quality Management Plan objectives are:

- To ensure smooth project progress
- To develop documentation of the project progress in line with quality metrics, ethical and technical standards
- To detect early deviations from the project plan
- To initiate remedial action (if necessary) as soon as possible

The practices defined in this Quality Management Plan will ensure that quality is built within the project's working processes. Therefore, the Quality Management Plan consists of planned and systematic activities to determine and ensure that the quality objectives of iCROSS are met.

The project management will serve as the point of contact for the project coordinator and all iCROSS partners on all iCROSS quality matters.

The Quality Management tasks are divided into phase-specific and non-phase specific tasks. Phase specific tasks are related to the life cycle phase of the project while non-phase-specific tasks will remain the same throughout the project regardless of the specific phase (e.g. deliverable handling).

Non-Phase-Specific Tasks:

- Project Decision Structure
- Submission of Deliverables
- Project Monitoring
- Corrective Actions
- Software and Hardware life-cycle
- Contracts
- Internal Communication

The iCROSS project will administer a non-conformance and corrective action program that will verify early detection and correction of deviations from the project plan. Non-conformance will be documented and corrective actions applied. The Quality Management Plan will monitor the corrective actions employed to verify that agreed procedures are in place and are being adequately implemented.

1.2 References and applicable documents

1.2.1 Reference documents

The documents, to which the present Quality Management Plan handbook is referring, are:

a. Project Management Institute (PMI) – http://www.pmi.org (http://search.pmi.org/default.aspx?q=project%20Management%20Plan)

b. https://ec.europa.eu/research/participants/portal/desktop/en/funding/reference_docs.html#h2020

1.2.2 Applicable documents

The documents, which are applied in the present Quality Management Plan handbook, are:

a. Grant Agreement, number: 700626— iCROSS — H2020-BES-2014-2015/H2020-BES-2015 (associated with document Ref. Ares(2016)1203434 - 09/03/2016)

b. Consortium Agreement, number: 1 approved by partners on 20/04/2016

1.3 Structure of the Document

The structure of this document is as follows:

- Section 2 presents the management structure of the iCROSS project together with the project bodies, the main roles and the responsible persons. The Quality Management Plan will be based on this structure.
- Section 3 describes the iCROSS quality management activities that will ensure the proper implementation of the project plan.
- Section 4 discusses the quality reviewing activities that have been designed for the quality assurance of the project deliverables and of documents published by members of the iCROSS consortium.
- Section 5 describes the configuration management activities that will take place within the iCROSS project for every product/ deliverable.
- Section 6 presents in detail the Quality Attributes and the Key Performance Indicators that are set for the iCROSS project in order to assess the quality of the project results.

2 Project Organisation and Responsibilities

General Project Management in iCROSS is based on and characterized by three major principles:

- **Principle of an integrated project structure:** Create an integrated project structure that incorporates technical, scientific and partner coordination as well as issues of commonplace business operation.
- **Principle of leading edge project management instruments:** Apply internationally operated and state of the art management instruments and establish a strong research commitment of the entire team. The applied project methodology will be based on the methodology of the Project Management Institute (PMI).
- **Principle of binding decision provisions and agreements upon all partners:** Arrange decision-making to take place close to responsible level of execution, elevate if necessary. Provide reliable and trusted agreements to protect intellectual properties of all partners.

Based on these three major principles, the project management approach guarantees transparency and commitment to all engaged partners and thus facilitates an unobstructed and successful project evolution. It assures that iCROSS meets its entire objectives on time, on budget and with the best possible quality results.

2.1 Project Management Structure

The management structure of the iCROSS project is described as follows, depicted in Figure 1.

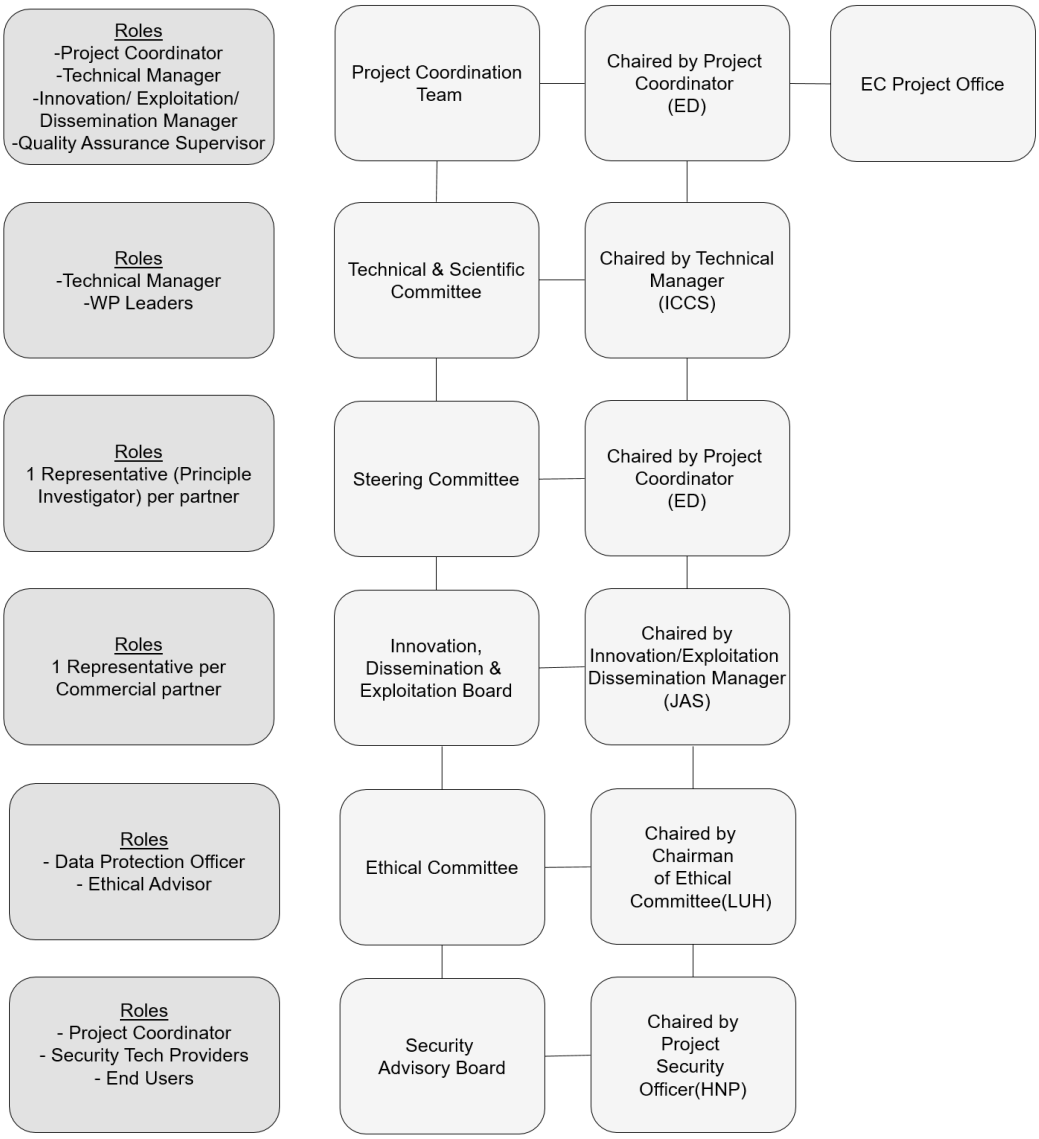

Figure 1 iCROSS Management Structure

2.1.1 Project Coordination Team

The Project Coordination Team is the ultimate body of the Consortium responsible for the planning, execution and controlling of the project. It encompasses the following activities:

- Administration and scientific coordination activities
- Implementation of all action plans
- Establishing a budget and schedule-controlling system
- Quality assurance
- Handling of Intellectual Property issues
- Development and application of a communication and reporting culture

- Creation of efficient and effective team structures

It consists of the following roles: Project Coordinator, Technical Manager, Innovation, Dissemination & Exploitation Board and Quality Assurance Supervisor. The main activities of each role are listed below:

Project Coordinator (PC) – The PC will act as the primary contact point for the European Commission and responsible for the overall project coordination. This comprises reporting to the Commission on progress, changes in the project consortium or the project work plan as well receipt of feedback on the research results of each work package.

The main management task of the project coordinator is to ensure that the work packages and tasks achieve the expected results and the project makes adequate and timely progress towards achieving its objectives based on these results. For this the coordinator will have to keep in close contact with the work package leaders to ensure that the intended deliverables are produced according to the planned schedule and delivered to the Commission and the project reviewers as required. The coordinator will convene and chair the regular technical meetings of the project steering committee. The responsibilities of the PC include mediation and dispute resolution in cases of conflict and application of contingency measures in cases of non-performance of a partner, failure to produce the necessary research results, recruiting failure, or resourcing problems.

Finally, the PC will be responsible for ensuring that the consortium agreement including issues of intellectual property rights and any other legal documents are properly prepared and managed.

Technical Manager –This role will ensure that the scientific and technological objectives of the project are met. The Technical Manager will cooperate closely with the Work Package Leaders and support the Project Coordinator in ensuring that the scientific and technology objectives are met timely and with high scientific and technical quality.

Innovation, Dissemination & Exploitation Board (IDEB) – reports to the Coordinator, collaborates with the Steering Committee, and deals with all matters relating to dissemination and communication of the iCROSS results, the management of the knowledge acquired in the course of the project, innovation aspects, and quality of provided services. Furthermore, IDEB tackles all issues targeting a wide exploitation of the project's outcomes identifying business cases and IPR issues. IDEB's members will be primarily selected from the commercial partners; a clear representation of the research partners, being IPR owners, will be pursued as well.

Quality Assurance Supervisor (QAS) – The QAS will cooperate with the PC, with the responsibility to ensure that an effective Quality Plan is developed and to ensure that the quality assurance function is being effectively executed. Each work package Leader will assume the role of Quality Controller and take responsibility within that work package for implementing and executing the quality control procedures defined in the Quality Plan. A number of Quality Assessors will be designated from the staff of the partners of the Consortium, to take responsibility for assessing quality. The Quality Assessors will conduct their reviews on a defined periodic basis, and will report their findings to the PC.

Table 1 Project Coordination Team

Role	Partner	Name	Contact Details
Project Coordinator	ED		
Technical Manager	ICCS		

Innovation, Dissemination & Exploitation Manager	JAS		
Quality Assurance Supervisor	ED		

The Project Coordinator is the only official channel that interacts with the European Commission, especially with regards to the submission of deliverables, aspects related to third parties and the iCROSS consortium.

2.1.2 Technical & Scientific Committee

In compliance with the decisions of the Project Coordination Team (PCT), the Technical and Scientific Committee (TSC) will ensure a strong consistency between the scientific and technical WPs. The TSC will be responsible for the planning, execution and monitoring of the project, concerning both technical and scientific issues. TSC will be chaired by the PC and the Technical Manager and will qualify the results obtained in the work packages. It will delegate decisions to the PCT only when major changes are posed in the project's evolution or when no consensus can be reached or contentious need to be faced.

2.1.3 Project Steering Committee

The Project Steering Committee (PSC) is the major decision-making body of the iCROSS project. It comprises one principle investigator (PI) from each project partner. The Steering Committee will meet each half year. The purpose of the meetings is to discuss in detail the project' progress and to decide on and evaluate iCROSS general technical directions on a regular basis. For this, the Project Steering Committee will receive reports from each Work Package Leader and each Working Group Leader[1]. The Project Steering Committee will decide, whether the progress in each Work Package is acceptable, and if necessary, amendments in the work plan, shift resources or initiate contingency actions. The Project Steering Committee will further discuss and decide on the project finances, issues of intellectual property rights, and major disputes. In cases, where the Project Coordinator feels the need to discuss urgent matters with the whole Steering Committee, apart from the regular meetings (2 times per year), she will convene an additional electronic meeting of the Project Steering Committee. Each member of the Steering Committee has one vote, which may be made by proxy, if necessary. Preferably, PSC's decisions are taken by consensus. If this turns out not feasible, decisions will be taken by majority vote with the PC retaining the casting vote. The full list of the matters handled by the Project Steering Committee and the detailed procedures for decision-making and voting are set out in the Consortium Agreement.

2.1.4 Innovation, Dissemination & Exploitation Board

The Innovation, Dissemination & Exploitation Board reports to the Coordinator, collaborates with the Steering Committee, and deals with all matters relating to dissemination and communication of the iCROSS results, the management of the knowledge acquired in the course of the project, innovation aspects, and quality of provided services. Furthermore, IDEB tackles all issues targeting a wide exploitation of the project's outcomes identifying business cases and IPR issues. IDEB's members will be primarily selected from the commercial partners; a clear representation of the research partners, being IPR owners, will be pursued as well.

[1] According to the necessities that will arise during the implementation of the program, some parallel working groups may be necessary to be formed which will be led by a certain "Working Group Leader".

2.1.5 Ethical Committee

The ethical committee will meet during plenary meetings to monitor the project progress and advise on the actions to be taken at each project phase.

2.1.6 Security Advisory Board

A Security Advisory Board (SAB) will be set up with representatives from the consortium and end-users with sufficient knowledge of security issues. The dissemination of any sensitive content should be limited to the consortium.

2.1.7 Work Package Leaders

As outlined in the work plan, for each work package a Work Package Leader has been allocated. All WPLs are senior / principal investigators of the project partners. The Work Package Leaders report directly to the Project Coordinator and are responsible for monitoring and reporting on progress within their work package and for the timely and adequate production of the deliverables (Table 2).

Table 2 Work Package Leaders

Work Package	Name	Partner	Contact Details
WP1		ED	
WP2		ICCS	
WP3		EVR	
WP4		STR	
WP5		ED	
WP6		HNP	
WP7		ITTI	
WP8		ED	

2.1.8 Work Package Task Leaders

For each task within a Work Package, a Task Leader (TL) is also allocated. Task Leaders are responsible for the proper execution of work within their Task and also organise meetings of the corresponding task teams, whenever it appears to be necessary to discuss the further progressing of work in the specific Work Package.

3 Collaboration among Partners

Project and quality management activities will ensure the proper implementation of the project plan and the satisfaction of its objectives. The following paragraphs describe the plans and activities needed for the smooth and effective evolution of the project across its lifecycle.

3.1 Decision Process

Decisions will normally be taken by the responsible team members, and organization bodies based on the description of work to be performed, as stated in the Contract, the Consortium Agreement, the Description of Work (DoW) and the Quality Management Plan (as communicated regularly) and the individual Work Package or Task plans. In case there is a dispute between two or more team members, an escalation procedure must be followed, as presented below.

3.2 Conflict Resolution

In the course of the project the consortium will have to agree on and develop technical, scientific and commercial ideas and specifications. Usually, agreement will be reached first by informal contact, followed by official confirmation via electronic mail, letter or agreed written minutes. For important issues, the agreement may take the form of a short report that needs to be signed by those responsible for decision-making. Non-technical factors such as resource allocation and contractual terms will also need to be agreed and documented in writing. Individual Technical Leaders and Work Package Leaders will immediately inform the coordinator if potential conflict situations arise. Technical issues/conflicts within given contractual commitments that do not involve a change of contract, a change of budget and/ or a change of resources/ overall focus, will be discussed/ solved on the WP level first. Decisions will be made by majority vote of the Technical Leaders of all principal and assistant contractors.
If the decision being taken is unacceptable to partners found in the minority positions, the resolution of the conflict will be escalated according to the procedure summarised in the following steps:

- First, the implementation team will inform the WP leader for the conflict that occurred.
- The WP leader will organize the WP team meeting and the issue will be discussed. In case of agreement the team will inform the Coordinator.
- If no decision is taken the WP leader will inform the Coordinator. The latter will make contact with the responsible persons and will try to resolve the conflict.
- In case of agreement the Coordinator will inform the coordination team. Otherwise the issue will be escalated to the Coordination Team for resolution.
- The Coordination Team will meet with the relevant parties in order to discuss the conflict. If no agreement occurs the issue will go to the Technical Committee who will have the authority for the final decision. The final decision must be accepted by all parties.

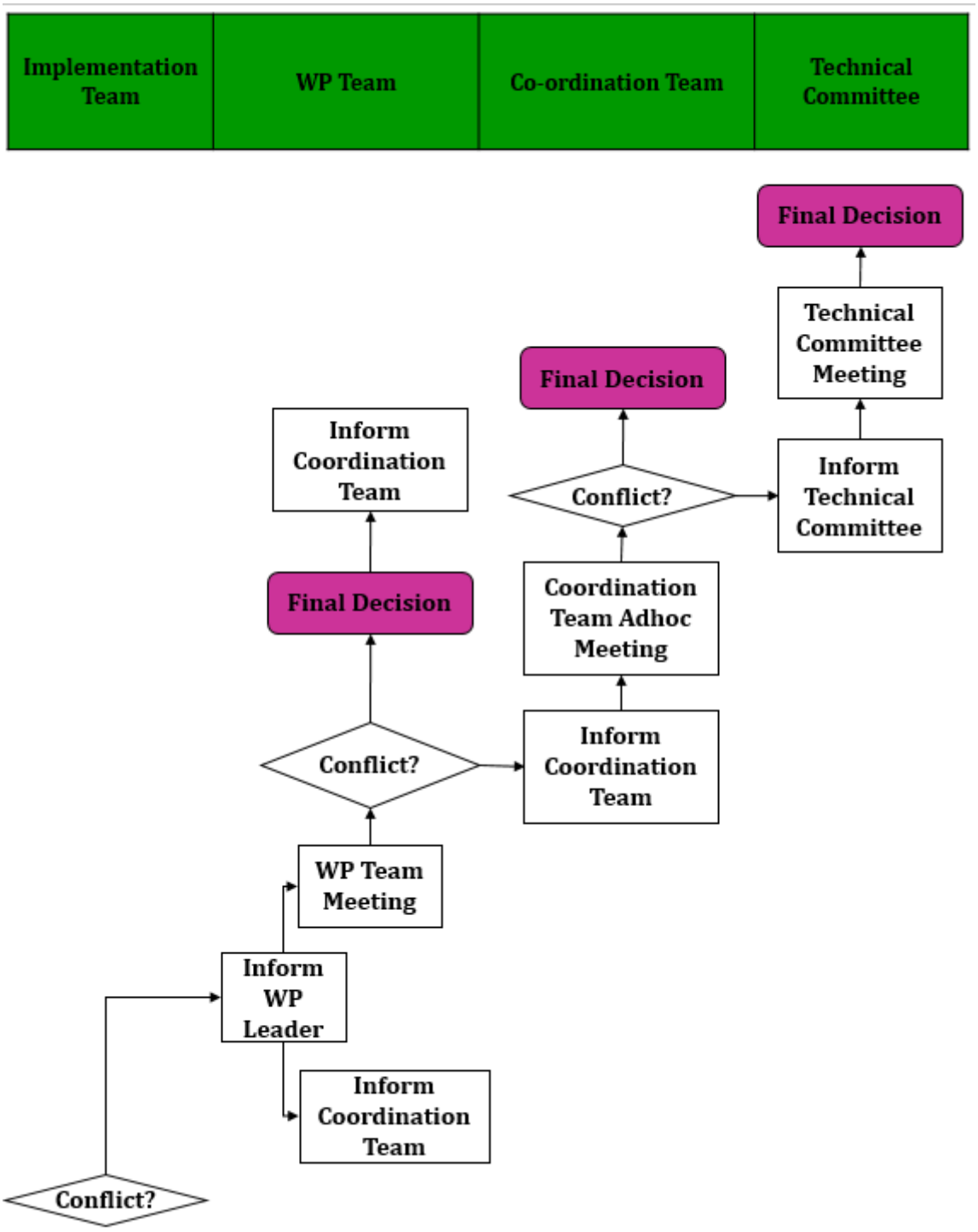

Figure 2 iCROSS Conflict Resolution Procedure

The decision scope at task level is that all partners being involved in a task are eligible to contribute to a decision regarding that certain task; in case that a capable decision cannot be taken at that level, the issue has to be forwarded to the WP leader who will act as mediator. The same procedure appears at the level of work packages, where resolution is first attempted via mediation helped by the project

coordinator. The ultimate final decision for all unresolved conflicts will be made by the project steering committee.
The only exception, where the European Commission shall be consulted, is when the project coordinator brings forward arguments that a decision of the steering committee may jeopardise the whole project, for example, by deviating from targets and outcomes expected by the European Commission. In this case implementation will be delayed until feedback from the Commission is received. The project coordinator will be responsible for seeking advice from the Commission immediately after such a decision has been made.
In the case of persistent disputes, the consortium will inform the Project Officer, solicit the advice of reviewers and call for an extraordinary meeting. If it becomes necessary to involve the responsible EC officer, a formal request for a meeting will be submitted.

3.3 Communication among Partners

3.3.1 Information Flow

Information flow within the Project will be ensured by:

• The exchange of internal technical and business documents.

• Notification of relevant new publications in the literature, or by the standardising bodies.

• Reports from external meetings.

• Project Skype meetings.

All technical documentation generated by the project should be exchangeable in electronic format, according to the set of guidelines provided in section 5 of this document. The Quality Assurance Supervisor will enforce adherence to these guidelines.

Skype meetings between working sub-groups will be minuted and the minutes will be exchangeable in electronic format.

Exchange of information will mainly occur via e-mail and through the project's Wiki where all partners will have secure and author rights to create/edit/review documents/news etc. Additionally, the EC will have reading rights to specific Wiki folders. This collaborative space includes:

• A project library with all baseline documents (DoW, Legal documents, CA, contract with EC, etc), deliverables, WP documents, meeting minutes and presentations, reports, dissemination material, etc.

• Contacts: partner information & profiles

• Events and Calendar for important dates / milestones / deadlines.

• Project News

The Project Coordinator will be responsible for the structure and maintenance of the Wiki.

Furthermore, selected information such as public deliverables, published papers, events and news will be disseminated through the project's public website: www.icross-project.eu.

Telephone and fax will be used for urgent needs only. Urgent correspondence over e-mail will be sent with a request for explicit acknowledge. Ordinary mail will be used for strictly formal correspondence, i.e. when executive signatures are required. Adherence to the agreed communications standards will be enforced by the Project Manager and the Quality Assurance Supervisor.

3.3.2 Meetings

The consortium has planned regular consortium meetings every six months, in order to review the progress of the various activities and to update the goals for the next short-term period according to the needs that have arisen. Additional meetings will be held in order to resolve any issues that may arise during the course of the project, or to facilitate the progress of a specific working group.

The following table summarises the planned timetable of the various project meetings.

Table 3 Planned timetable of project meetings

Project Body	Participants	Possible Meeting Objectives	Frequency
Steering Committee	Representatives from all the partners	Review and plan project work	Twice a year
Technical and Scientific Committee	• Project Coordinator • Technical Manager • Innovation, Dissemination and Exploitation Manager • Quality Assurance Supervisor • WP Leaders	• Supervision of the project progress and time plans • Deciding upon all relevant technical and administrative issues • Conflict resolution • Inclusion of a new Partner, substitution or exclusion of an existing Partner	Whenever required
Coordination Team	Coordination Team and other parties where necessary	• Review and plan project work • Conflict resolution issues	Whenever required
WP Meetings	• WP Leader • Representatives from the partners' technical teams	• Monitoring WP progress • Specific technical scopes and transfer of knowledge	Whenever required

3.3.3 Measurement of Project Progress

A. Interim Reports

Bi-annual management reports should be submitted by each partner to the Coordinator, to be forwarded to the EC. The purpose of this report is to regularly inform the EC project officers regarding the progress of the project. They are brief consolidated reports based on the internal reports provided by the WP Leaders including:

- Technical progress of the project per WP
- Problems encountered during the project
- Risk management
- Cost statements including all expenses during the period
- Key Performance Indicators (KPIs)

B. Periodic progress report to EC

Periodic progress reports are extended reports to be forwarded to the EC reporting the progress of the project. They should be submitted at the end of every reporting period, every 18 months, and include the final report. The whole project management activity and information flow will be also supported by applications already developed by the project partners. They are extended reports including:

- Official costs statements including all expenses in the period
- Detailed technical progress of the project per WP
- Reports on the problems encountered during the project
- Risk management results
- Key Performance Indicators (KPIs)

The periodic progress report will be based on the template provided by the EC [Periodic Report Template (RIA, IA, CSA, SME instrument, MCSA) including Periodic Technical Report (parts A and B) and Periodic Financial Report, latest version].

4 Quality Review Process within the iCROSS project

Within the iCROSS project a number of control measures to manage, monitor and communicate the project activities and deliverables will be included. This section shall specify the quality control process for the review of the project products/deliverables. The controls and measures adopted to ensure the success of this process will also be described. The purpose of adopting controls is to ensure that the project:

- Is producing the required outputs which meet the defined Acceptance Criteria (as described below);
- Is being carried out to schedule and in accordance with the resource and budget plans;
- Maintains its viability and its focus on targetting the pre-set objectives as defined in the Grant Agreement.

4.1 Reviews of Hardware/ Software

Hardware/Software reviews will be conducted during the testing procedures as will be specified in the related deliverables of WP3, WP4 and WP5. The Quality Assurance Supervisor is responsible for the verification and validation of the test results and signing the test report. Technical aspects of the hardware/software will be reviewed by the Technical Committee according to the technical, infrastructure and design specifications decided to be included.

4.2 Reviews of Documentation – Project Deliverables

Each project deliverable has been assigned to one leading responsible partner. This partner takes the responsibility that the deliverable is of high quality and delivered in a timely manner. The responsible partner assures that the content of a deliverable is consistent with the work performed by the team of partners working on the relevant tasks and that the relevant objectives are met. Any issues endangering the success of the work package or the project have to be reported immediately to the project management and discussed within the Coordination team.

Project documentation will be reviewed against the following criteria:

- Format of the document according to the document templates (see Annexes).
- Consistency with previous relevant documentation (for example, technical specifications combined with the requirements definition).
- Identification and correction of typing mistakes, etc.
- Technical aspects of the documentation will be reviewed from the Technical & Scientific Committee in order to ensure that the document meets the technical goals of the project, and that all technical information is advancing the current state-of-the-art and the recent technological research level.
- References (if applicable)
- Data protection and privacy

The procedure and timeline for the review of project documentation is illustrated in the following figures and described in the following paragraphs.

The partner, who is responsible for preparing the deliverable, drafts a “table of contents” (2 months before the deadline), assigns tasks to all involved partners and sets the respective deadlines. Involved partners provide their feedback within the deadlines and the responsible partner prepares the first draft

of the document. This draft is sent to the entire consortium for comments and improvements/ additions. The feedback period for project partners lasts at least five working days. Feedback is sent directly to the responsible partner who revises the document and prepares the semi-final version (15 days before the deadline).

The Quality Control Process begins with the semi-final version of the deliverable. At least two Internal Reviewers, who are not members of the authoring team but have expertise in relation to the deliverable, have been assigned in advance. In a case where the deliverable is produced with the collaboration of all the partners, then more than two Internal Reviewers will be assigned to cross read and peer review the complete version of the deliverable. The Internal reviewers send their comments to the partner responsible. This partner then improves the document based on their comments. In case the comments/ suggestions cannot be realised, the reasons for this must be documented. If necessary (i.e. if there are too many comments on the first round), another round of comments from the Internal Reviewers takes place.

The version that is prepared is then submitted for a final round of comments by the entire consortium. If there are comments, the partner responsible addresses them appropriately and prepares the final version of the document, which is sent to the coordinator (7 days before the deadline).

The coordinator then submits the document to the EC.

The process described above is depicted with the following figures:

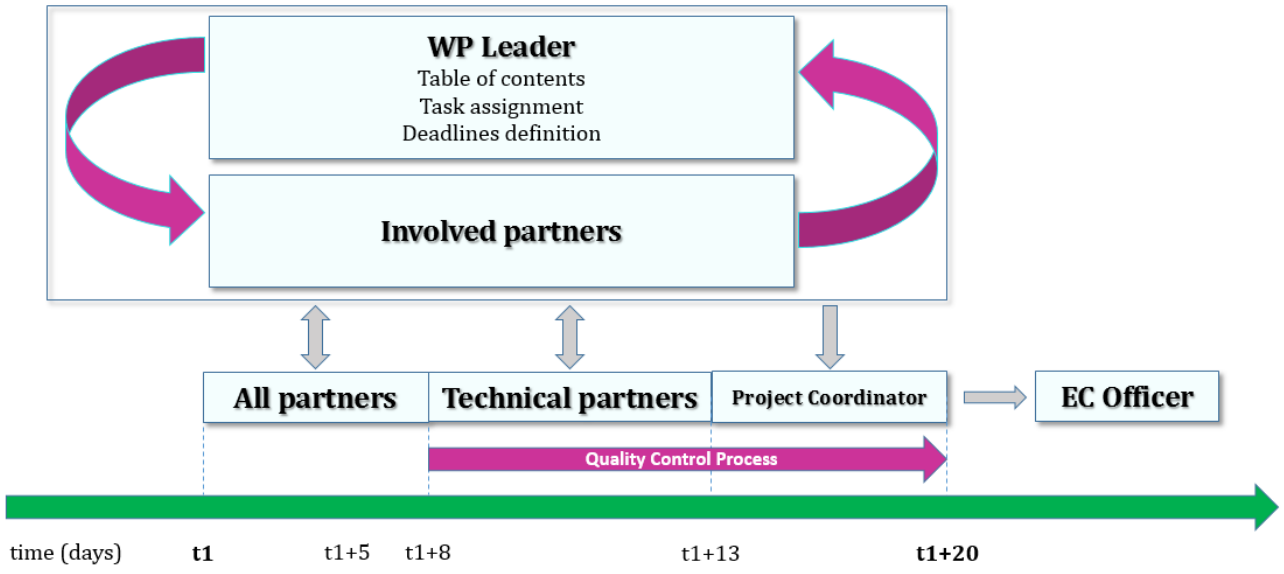

Figure 3 iCROSS Deliverable Preparation and Review Procedure

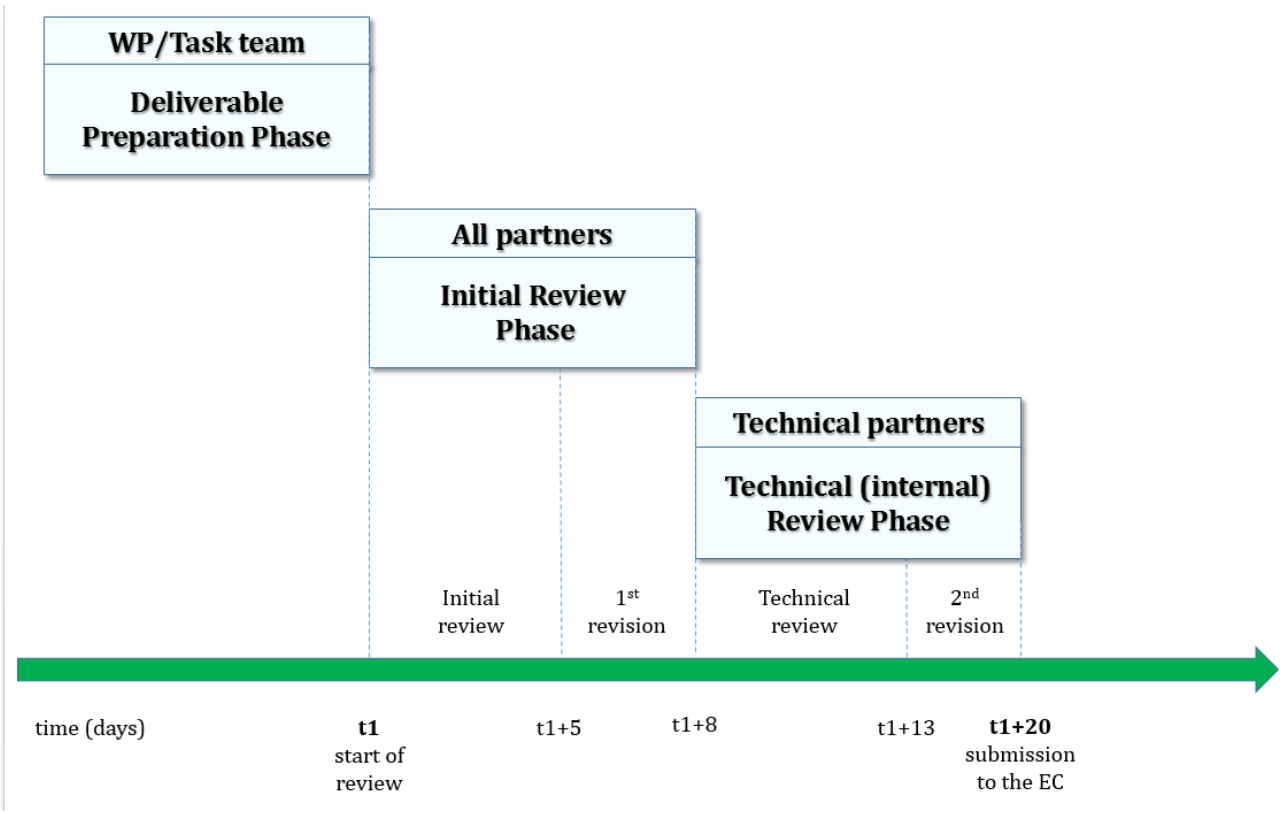

Figure 4 Indicative Timetable for internal Review Procedure

4.3 Reviews of Research Papers

The following procedure was established as an internal check of the quality of research papers and their relevance to the project:

- A summary of the paper (since the paper may not be completed prior to the submission date) should be sent to the Quality Assurance Supervisor and inform him about their intent to submit the paper;
- The QAS will assign two internal reviewers;
- The QAS and the two internal reviewers will notify the authors of the paper within ten days in case they have objections about the quality and/or the relevance of the paper with the scope of the project.
- SAB reviews the paper to ensure it will not disclose classified or confidential information without ensuring adequate classification to the paper itself[2].

[2] There is a possibility to create classified publication accessible only for researchers and service members with adequate security clearance level.

5 Configuration Management

Configuration Management deals with the identification and tracking of changes related to all project results including the deliverables, documents, testing procedures and any other related activity.

The Quality Assurance Supervisor will be responsible for the overall monitoring of all configuration management activities described in this section.

5.1 Document Configuration Management

Document configuration management will be ensured through the tracking of the versions of the various project documents:

- Deliverables (as stated in the deliverables list in the iCROSS GA).
- Meeting minutes.
- Reviewed documents.

Document versioning will be tracked through the monitoring of the Configuration Matrix in which all versions of each document will be tracked.

5.1.1 Deliverables

Table 4 Deliverables Naming Conventions

Coding	iCROSS-[Deliverable Code]-v**A.BB**
A	S/N for major release of the deliverable (submission to the EC)
BB	S/N for updates during the preparation/ reviewing phase
Example	iCROSS -D1.1-v1.00 (for submission to the EC) iCROSS -D1.1-v0.90 (for internal updates and submission for internal review)

5.1.2 Reviewed Documents/ Forms

The below naming convention will be used for the reviewed document (comments and track changes on the existing document) or the Review Form (as defined in Annexes).

Table 5 Reviewed Document Naming Conventions

Coding	iCROSS-[Deliverable Code]-**XX**-[Organisation Acronym]-v**A.BB**
A	S/N for major release of the document (e.g. submission to the EC)
BB	S/N for updates during the preparation/ reviewing phase
XX	**TR**: Technical Reviewed document **QR**: Quality Reviewed document

Example	iCROSS-D1.1-TR-ICCS-v1.14 (Technical Reviewed document by ICCS) iCROSS-D1.1-QR-ED-v1.31 (Quality Reviewed document by ED)

5.1.3 Meeting Minutes

Table 6 Meeting Minutes Naming Conventions

Coding	iCROSS-[Name of Meeting]-Minutes-[Starting Date]-v**A.BB**
A	S/N for major release of the document
BB	S/N for updates during the preparation phase
Example	iCROSS-1st Plenary Meeting-Minutes-10Feb17-v1.00

5.1.4 Tests

Specific testing methodologies will be provided during the specific tasks allocated for this purpose. However, the following types of tests are already scheduled within the project description:

- Component tests: These tests are used to technically test operation and requirement conformation of elementary items of the system. The tests are under the responsibility of the developer of each individual HW and SW component.
- Integration tests: These tests are under the responsibility of the integrator. These tests are used to ensure the compatibility and interoperability of different items, which contribute to overall system functionality.
- Pilot usage tests: These are the end-users large scale evaluations, combining the overall system functionality and the real-life situations (users).
- These tests will be implemented following a specific Test Framework and Test Scenarios. It is the responsibility of the test organisation (depending on the type of the test) to provide the Test Scenarios and Test Cases to be included in the Component, Integration and Pilot Usage tests.

Table 7 Test Scenario/ Test Case Naming Conventions

Coding	**-YY-SN-vA.BB**
YY	**TS**: Test scenario **TC**: Test case
SN	Serial Number
A	S/N for major release of the document

BB	S/N for updates during the preparation phase

5.2 Software Configuration

Since the complete system consists of multiple sub-systems, there will be a development-friendly **staging** version of the complete system which will be possible to be deployed on a local machine (e.g. with dummy data) for developers to be able to test and extent their components. There will also be a **production** version (as stable as possible) of the complete system deployed on the cloud which will integrate with the hardware and software deployed in the pilots working with real data. At all times (development and pilot runs) a ticketing/issues system (e.g. Atlassian Jira ticketing system or Github issuing system, FusionForge) will be used by all partners for reporting and managing issues, bugs, etc.

5.2.1 Name Space

The software components developed in the project will bear specific and unique names and versions. They will be compiled using Maven (when applicable) and their versioning will follow the Maven versioning scheme. The revision number and the designation "SNAPSHOT" are used for internal unofficial "working" builds.

Table 8 Software Components Naming Conventions

Coding	**[.MN]-V1.V2[.V3-SNAPSHOT]**
GN	Group name e.g. "daa" (document authenticity analytics)
MN	A dot delimited module name e.g. "resource-tracker.impl" or "resource-tracker.api"
V1	Major version number
V2	Minor version number
V3	Revision number
Example	

5.2.2 Change Log

The changes introduced between versions of the components will be documented in a dedicated text file – the change log.

5.2.3 Releases

The stable releases comprise modules successfully undergone the integration tests. Their binaries will be stored in a Nexus repository and should be accompanied by a detailed documentation on both user and technical levels.

5.2.4 Unit Testing

Software interfaces of all modules have to be described in detail (data type, data format, data size) before coding anything. There should be an example case with dummy data where all of steps are detailed in detail. This example case will be used for all partners to test their software contributions.

All software of iCROSS consortium should undergo unit testing to ensure software quality and flawless components. This is mandatory for the acceptance of any software contribution, as well as the results of the test.

5.2.5 Database Files

Database files should be modified in specific feature-branch or git flow workflow, where partners are responsible for their tables. There should be specific files containing the tables without data (database schema), and others with dummy data for testing.

5.2.6 Logging

All software contributions should have two different logs: functional logs and security logs. Their format should be readily accessible for monitoring, especially the security logs. Functional logs should be managed separately from security logs. A common login framework should be used for iCROSS consortium.

5.2.7 Configuration Files

All configuration files should be readily accessible for modification, and they will contain all data that can be modified according to the software environment and is needed for software execution.

6 Quality Attributes and Key Performance Indicators – Risk Management

6.1 Quality Attributes

Several qualitative attributes will be used to assess the quality of the project results, in general terms, based on the nature of the iCROSS project and the characteristics of its various tasks, as well as the context of use of the project results.

The quality is addressed also by assuring the compliance of all the project activities to the development process. The main attributes that address this need are:

- (Planning) accuracy;
- Correctness (functionality, performance, interoperability);
- Conformity to requirements and defined methodologies;
- Acceptance and redundancy;
- Efficiency and effectiveness

All these attributes will play an important role in the measurement of the project Key Performance Indicators (KPIs) described in the following section.

6.2 Key Performance Indicators

Monitoring of the progress of the project objectives will be done by the technical manager through Key Performance Indicators (KPIs).
KPIs will be monitored bi-annually and will be presented in the Interim Report and in the Periodic Management Report. The following metrics will be used as the starting point.

Table 9 Key Performance Indicators

WP – Activities	Performance Indicator	Framework for Metrics	Target Values
WP1 – Ethics requirements	1-1 Ensure compliance with the ethics requirements	1-1-1 Advice from an external Ethical Advisor	Positive
	1-2 Ensure proper implementation of ethics requirements	1-2-1 Periodic reports in M18 and M36 to be submitted to the European Commission. Related feedback from the pilot implementation.	Positive
	1-3 Minimise risks of stigmatization of individuals and groups	1-3-1 Request of full consent from people involved in piloting. Mitigation plan to be included in D2.3, according to international and European legislation	≥ 90% full consents. Zero deviation from the mitigation plan

WP2 –Relevant EU Legislation, Requirement Analyses and Reference Architecture	2-1 Ensure proper understanding of the user needs at border crossing points	2-1-1 Usage of effective means to address the user groups (questionnaires, interviews etc).	≥ 60% total responses in respect to the various users addressed.
	2-2 Ensure extraction of adequate (functional and non-functional) user requirements and formulation of the consequent use case scenarios.	2-2-1 Comprehensive and in depth related qualitative and quantitative analysis according to predefined methodology. Assess consistency of scenarios among the involved border crossing points.	Feasibility and tangibility of user requirements and scenarios mapping. Positive feedback from the end-users.
	2-3 Alignment between user's requirements and reference architecture	2-3-1 Interpretation of user's requirements to system requirements, taking into account the SoTA and technology trends. Relationship between end-user system requirements and system architecture technical & functional specifications.	Reasonable consistency. Inevitable deviations should be explainable and fully justifiable in terms of feasibility according to SoTA.
	2-4 Minimizing risks on architecture development to ensure compliance of components and interfaces to system requirements (taking also into account the DoW related roadmap).	2-4-1 Alternative solutions examination, benchmarking with reported similar architectures, mitigation and backup plans in D2.2. Reference architecture to be assessed between M14-M16 following feedback from the first development stages of WP3 and WP4 to identify deviations from initial end-user requirements and system architecture and apply corrections and modifications.	≤ 10% deviations of customised components' content and of their related interfaces in respect to initial requirements, after identifying deviations and apply corrections.
	2-5 Compliance with EU-wide legislation	2-5-1 D2.3: EU-wide legal and ethical report	Reasonable consistency, inevitable deviations should be explicitly discussed and documented
WP3– Technological Components and Subsystems Development	3-1 System components functionality compliance with respect to architecture and system requirements	3-1-1 Reduced deviations of all system components' functionality and of their related interfaces from initial end-user requirements. Alternative solutions examination, mitigation and backup plans to be employed so that to result in the foreseen results.	≤ 10% deviations at final stage of development
	3-2 Unit testing of individual sub-systems	3-2-1 Running of pre-defined unitary test per sub-system	100% compliance at final stage
	3-3 Progress in development of individual sub-systems	3-3-1 Monitoring of time deviations against predefined Gantts charts	≤ 20% (Cumulative, at any given control time)
WP4 – Development of the iCROSS software platform and related interfaces	4-1 Software platform architecture acceptance	4-1-1 The percentage of partners that accept the developed system design	≥ 60% at first stage of development 100% at final stage
	4-2 Alignment between requirements and software platform	4-2-1 Relationship between end-user system requirements and software platform architecture and	Reasonable consistency, deviations should be documented,

	architecture and interfaces.	development. Reduced deviations from end-user requirements and system architecture	reviewed by the consortium and approved by the coordinator. ≤ 10% deviations at final stage of development.
	4-3 Provision of adequate platform integration between components, databases and interfaces.	4-3-1 Unique key identifiers per subject must be defined and used consistently to measure adequate linkage across each platform component in order to ensure that integration in WP5 can be achieved.	A table linking unique identifiers between 100% of the components.
	4-4 Independent testing of each component	4-4-1 Each platform component must pass preliminary independent testing to ensure it meets relevant requirements.	100% of components completed at final stage of development (demonstrate they meet all requirements in testing).
	4-5 System components (mobile app)	4-5-1 Mobile app compatibility tests among the pilot user's devices handsets	≥ 90% pass the tests at final stage of development
WP5 – Integration and technical testing	5-1 System components testing/demonstration	5-1-1 Component testing success rate 2 months (at the latest) before delivery date	≥ 50%
		5-1-2 Component Critical tests success rate on delivery date	100%
	5-2 System integration	5-2-1 Deviation of complete system functionality from end-user requirements and system architecture	≤ 10% at final stage of development
		5-2-2 Integrated System success rate 2 months (at the latest) before delivery date	≥ 50%
		5-2-3 Integrated System success rate on the delivery date	100%
		5-2-4 Amount of days for resolving an integration problem (system availability, bug, etc), 3rd party (external provider) component issues excluded	≤ 20 (working days)
	5-3 Adherence to the integration roadmap and schedule, including release of the platform versions.	5-3-1 Number of days between the actual achievement date and the scheduled deadline	1 month delay as long as other critical path activities are not jeopardized
	5-4 Use case coverage	5-4-1 Percentage of use cases covered by the test cases	=100% (allow for ≥ 85% in case of force majeure or inevitable problems).
	5-5 System requirements coverage	5-5-1 Percentage of system requirements covered by the test cases	=100% of requirements (allow for ≥ 85% in case of force majeure or inevitable problems).

	5-6 Platform validation	5-6-1 Percentage of successfully passed test cases	=100% (allow for ≥ 85% in case of force majeure or inevitable problems).
	5-7 System components functionality final compliance with respect to end-user requirements and overall system's architecture	5-7-1 Deviation of all system components' functionality and of their related interfaces from initial end-user requirements and system architecture	≤ 10% at the end of the project
WP6– Pilot Deployment and system evaluation	6-1 Quality of the test environment and test cases	6-1-1 Number of open deployment issues with priority/criticality degree higher than "low" for all pilot test environments and test cases	=0 before the final piloting / deployment phase
	6-2 On-time validation of system components to give feedback for the final prototypes development and testing	6-2-1 Provisioning of the needed capacity (equipment, software platform, subsystems etc) to operate ICROSS platform	100% before the final piloting / deployment phase
		6-2-2 Number of days of delay for training and demonstration of components to each pilot site's authorisation personnel	≤ 15
	6-3 Completion level of pilot site installation	6-3-1 Number of days of delay for installation without jeopardising the project's workplan	≤ 30 (allow for up to 2 months delay in case of force majeure or inevitable problems as long as other critical path activities are not jeopardized)
	6-4 Development of experimental and evaluation methodology	6-4-1 Minimum period for baseline test of the early prototypes	1 to 2 months
		6-4-2 Development of a common checklist for assessing baseline tests per site	≤ 2 weeks before the initiation of baseline tests
		6-4-3 Amount of days for resolving a pilot test technical issue (system availability, bug, etc)	≤ 10 (working days) for trivial issues. Allow for 1-2 months in case of harder technical problems (depending also on the project's critical path).
	6-5 End-user evaluation and feedback reporting	6-5-1 Number of officers participating in the pilot sites evaluation	≥ 5 officers per site
		6-5-2 Minimum period of pilot site evaluation and testing	min 3 months per site depending on deployment scheduling and availability of basic infrastructure (12 months cumulatively in all sites)
		6-5-3 Number of passengers using the system	≥ 100 passengers cumulatively in all pilot sites

WP7– Dissemination, Exploitation, Communication	7-1 Effectiveness and Impact of Dissemination activities	7-1-1 Visibility of the public iCROSS website	Approximately 500 visitors per year
		7-1-2 Number of written and electronic publications (in academic and technical media)	≥ 5
		7-1-3 Number of written and electronic publications (in industrial, business and public media)	≥ 3 per year
		7-1-4 Number of website / newsletter articles via partner's channel	≥ 5 per year
		7-1-5 Number of presentations (in symposiums, meetings, congresses)	≥ 6
		7-1-6 Number of Project workshops	≥ 1
		7-1-7 Number of followers on Twitter	≥ 50 per year
		7-1-8-Number of followers on LinkedIn	≥ 50
		7-1-9 Number of publications on LinkedIn	≥ 5 per year
		7-1-10 Number of Communication videos	≥ 1
	7-2 Innovation creation and exploitation activities	7-2-1 Number of third party organisations contacted for technology licensing	≥ 1
		7-2-2 Participation to industry leading events	≥ 3
		7-2-3 Number of partners integrating part of the Project's technology within own product range	≥ 2
	7-3 Business Modelling and Socio-economic Sustainability	7-3-1 Number of new technologies for advanced border control defined and evaluated	≥ 3
		7-3-2 Expected socio-economic impact of the project solution based on the data from the pilot studies and evaluation assessment or derivation of best practices.	Positive
WP8 – Project Management and Quality Assurance	8-1 On time submission of deliverables	8-1-1 In time project progress: Number of deliverables submitted on time	≥ 80%
	8-2 Quality of deliverables	8-2-1 Percentage of re-work requests (over the total number of deliverables)	≤ 20%
	8-3 Standardization Activities	8-3-1 Presentation of iCROSS activities, in terms of standardization, to a Standardization Committee	≥ 1 participation/presentation

6.3 Risk Management

Risk Management will cover the risks that will be constantly assessed and evaluated within the whole project duration.
Risk Management will be the responsibility of the Coordination Team. Timely awareness of and reaction to potential problems will be crucial for risk management effectiveness. In the event of technological changes, the Coordination Team supported by the Technical Committee will task one or more WP Leaders to investigate the development and to advise the Coordination Team on appropriate actions. The Project Coordinator will ensure the communication of the risks to the project teams and develop project staff awareness of risk management. Risks and risk strategy plans along all types of project risks will be continuously reported on, the Interim and Periodic Activity Reports. The methodology for risk management consists of four steps:

- Identification: Identification of areas of potential risk;
- Quantification: Assessment of the probability of events and examination of consequences associated with their occurrence;
- Response: Methods to reduce or control the risk;
- Control and report: Documentation of lessons learnt.

Within the iCROSS DoW, specific risks have already been identified and are considered as the baseline to start with. These risks are shown in Table 10. It is certain that during the project evolution further risks will come up and identified requesting immediate in many case solutions. To this respect mitigation strategies and corrective actions are needed to be foreseen early enough.

Table 10 Technical and Pilot Cases Risks

WP	Technical or Pilot Cases Risks	Level	Mitigation strategies
2	Difficulty in collecting and analysing end-users requirements	2	The detailed methodology to be developed in Task 2.1 will describe how to collect and analyse the relevant data. Partner's expertise also reduces the likelihood of this risk; in case it occurs, the methodology will be redesigned and simplified.
1	Risk to travelers private data related	2	The video data will be transmitted via the internet during pre-registration will be protected from unauthorized interception by encrypted exchange of information methods.
4		2	

2	Requirements of the pilot users are not aligned	2	Although the border control addresses similar problems, in case this risk occurs the project will address the common and generalizable requirements.
3		2	
3	Internet or radio connectivity fails	2	In case of loss of internet backhaul connectivity, investigation of alternatives through synergetic wired and wireless/satellite access techniques will be used. In case of loss of radio connectivity due to propagation phenomena, then employment of diversity techniques to minimize the outage periods will be followed.
3	Low ability of through-the-(metal)wall hidden human detection	3	The HHD module for hidden humans' detection is meant to be a portable alert tool and not a high profiling device with high resolution. Simple development allows for easy updates and alternative techniques. The HHD module is based on an already tested prototype, while for metal containers, acoustic sensors will be used which are better for penetration.
4	RBAT thresholds are not optimal	3	RBAT thresholds will be defined and tested iteratively in order to arrive at the optimum. It is possible however, that even during the tests several additional tests will be needed to ensure their values. This is why the tool foresees ways to review the risk estimation procedure and change the values of the thresholds.
5	Integration is too complex and time consuming	2	The integration plan will be developed in parallel to the system design. The aim is to understand the potential complexity and risks as early as possible to develop the integration plan accordingly. In addition we will setup a continuous integration environment before the actual software development starts. This will allow to have daily software builds with automatic test cases in order to identify bugs and issues as early as possible.
6	Users feedback is poor	1	Components will be further developed to accommodate the feedback. These components will be removed from the final version.

6	Cultural Objections	3	Some religious/ cultural groups are resistant to being photographed. Also in Islam women generally wear a Hijab which covers the head and chest. Some variants require more covering such as the Niqab face mask or the full Burka. Mitigation: The standard Hijab should not prove too much of an obstacle, it does not hide facial features but may obscure head movements. iCROSS architecture could be trained to work specifically with Hijab wearers. Niqab and Burka pose serious problems. These are common to most other forms of traveller screening. The current fall-back is to deal with these travellers manually, using respectful and sensitive procedures. We expect this to be the case in the iCROSS solution. WP2, WP4 contribute knowledge for such mitigation strategies.
7	"Conspiracy Theory" Objections	3	When any new technology is introduced the internet abounds with conspiracy theories such as "using the equipment increases your chances of getting cancer." There may also be data protection concerns on the part of travellers about how the data collected will be used. Firstly, the use of travellers' own mobile devices will contribute to confidence about the safety of the process, Secondly, disclosure of copious information about the safety and security of the other technologies involved in the communication strategy will help to alleviate remaining fears. Finally, the privacy issues will be formally addressed and all necessary actions will be made.

6.3.1 Consortium Risk Management

The iCROSS consortium has considered consortium related risks that deal with (1) underestimation of some tasks, (2) low productivity and (3) low quality of work. These risks are already minimized during the selection of partners, most of which have been selected following specific criteria:

- They are leaders in their areas of expertise;
- They are selected after previous successful cooperation, with coordinator or with other trusted members of the consortium;
- They have evidence of long history of successful completion of research project.

However, these risks will be minimized and managed by using established methodologies for hardware/software cost estimation, continuous project planning, monitoring and control. Such methodologies are standard practice in the professional work of the consortium partners. Timely detection and reaction to potential problems will be crucial to effective risk management.

6.4 Integration Risks

iCROSS acknowledges that the complexity of its systems, the fact that the technologies are the current state of research or entirely new and the big number of hardware/software components introduces a significant concern regarding integration risks.

The significant concern is minimised due to the risk avoidance strategy that is already applied and will continue to be applied during the project execution:

- iCROSS consortium composition provides significant integration experience from a number of partners, such as ED, ICCS, STR, ITTI, MMU, EVR, BIO, JAS.
- Development of different modules and integration points are based on open and established standards and interoperable technologies. This is already specified and agreed at the consortium and besides the project will continuously monitor for any significant new standard around the project, in order to be immediately adopted.
- The iCROSS architecture and plan envisages the definition of interfaces between hardware/software components at specification level in order to minimize the potential risks. Furthermore, it foresees revision of it at later stage to accommodate development changes.
- The project foresees the development of integration plan within WP 4 before either initial or final phase of integration takes place.

In any case, beyond the risk avoidance strategy, iCROSS will continuously monitor project risks.

Account of the major risks of the project operation, followed by appropriate mitigation strategies, will be included in the periodic Management Reports.

Depending on the nature of risks or relevant problems that may arise during the project evolution, the following hierarchical actions concerning mitigation strategies are considered as baseline items (especially for technical and integration related issues):

- Development of early / rapid prototypes so that preliminary results on their success rate to be determined early enough. So that, to decide whether risks are involved and mitigation strategies are necessary
- Examination of alternative solutions in terms of technologies, sub-systems or even costs provided that they lead to the same technical objective and results without large deviations
- Early and adequate preparation of back-up plans or fall-back scenarios which will be conducted in case that critical risks or other inevitable problems appear
- Change of technology and development strategy if the risks / problems turn to be too severe and jeopardise the critical path and proper evolution of the project.

7 Conclusions

The Project Quality Management Plan outlines the quality management mechanisms and provides guidance to iCROSS communication and reporting procedures.

Appendix A. Deliverable template

H2020 – BES – 05 – 2015

Research and Innovation Action

iCROSS Intelligent Portable ContROl SyStem

This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 700626

Dx.y Deliverable Title			
Report Identifier:	Dx.y		
Work-package, Task:	WPx	**Status – Version:**	A.BB
Distribution Security:	PU/CO	**Deliverable Type:**	R, DEM, DEC, OTHER
Editor:	Name Surname (Organisation)		
Contributors:	Name Surname (Organisation)		
Reviewers:	Name Surname (Organisation)		
Quality Reviewer:	Name Surname (Organisation)		
Keywords:			
Project website: www.icross-project.eu			

Copyright notice
© Copyright 2016-2019 by the iCROSS Consortium
This document contains information that is protected by copyright. All Rights Reserved. No part of this work covered by copyright hereon may be reproduced or used in any form or by any means without the permission of the copyright holders.

Table of Contents

List of Tables

List of Figures

Abbreviations

Executive Summary

Throughout the document, text headings are Cambria font; normal text is Cambria 11pt.
This Section should provide a high level overview of the document content, highlight major outcomes and place the document/results among the rest of the project's work (i.e. show which part of the larger picture this document addresses). The whole Section should remain strictly within 1 page.

1. Introduction

Introduction should be a brief Section to provide background, also from within the Project (i.e. could cite work from other WPs, or previous work of the same WP). It is advisable not to exceed 3 pages for this Section.

USE STYLES throughout the document. If you want to insert a header, please use the heading 1/2/3/4 style, do not simply adjust the font. The same applies for normal text and everything else.

Figure 1 illustrates the logo of the project. Please make sure that you always use cross-references when referencing figures, tables, other (sub) sections, etc. If you do not know how to insert cross-references, please contact the coordinator.
Figures must be centered, and always followed by a descriptive, numbered caption below (use right-click / insert caption).

Figure 5 iCROSS logo

Tables should be presented as follows:

Table 11 A sample table (vertical)

Column 1 title	Column 2 title
Cell 1	Cell 2

Table 12 A sample table (horizontal)

Row 1 title	Row 1
Row 2 title	Row 2

2. A Section

Text

2.1 A Subsection

Text

2.2 A sub-section

Text

3. Conclusions

Try to keep the "Conclusions" Section no longer than 2 pages in total. The Section should highlight the accomplishments (or results, in general) presented within the document. Ideally, it would also explain how the document facilitates upcoming work, and contributes to the project roadmap / success.

Appendix Title

Appendix B. Interim Report Template

H2020 – BES – 05 – 2015

Research and Innovation Action

iCROSS Intelligent Portable ContROl SyStem

This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 700626

Interim Report (Partner)

Covering the reporting period from

DD/MM/YYYY to DD/MM/YYYY

Reporting Date

< DD/MM/YYYY >

1. Progress of Work Plan in the period (max half page)

1.1 General progress (max half page) - Summarise the objectives and the achievements, deviations, important problems and difficulties met.

1.2 Progress on all work packages against initial objectives – *Compare in a few lines the activities planned (based on Annex I of the Grant Agreement and the previous report) to the progress made, work package by work package; state of purchase of equipment; identify partners involved, including their roles; describe major subcontractors, stakeholders, etc. involved.*

1.3 Identified deviations, problems and corrective actions taken in the period – *If any, identify the nature and the reason for the deviation or encountered problems (technical, financial or organisational), identify partners involved, clarify impacts on the activities and deliverables, present the strategy to overcome them; in case of deviations described in the last report describe how you have managed to get back on track.*

1.4 Progress regarding performance indicators – *Assess performance indicators listed in D1.1 Quality management Plan.*

2. Deliverables

Del. N°	Deliverable name	Lead Beneficiary	Type/ dissemination level	WP N°	Delivery date from Annex I	Delivered (yes/no) and status (draft/final)	Forecasted delivery date	Comments on progress

3. Milestones

Milestone N°	Milestone Title	Related WP N°	Lead Beneficiary	Delivery date from Annex I	Achieved (yes/no)	Forecasted achievement date (if not achieved)	Comments on progress

4. Critical Implementation Risks and Mitigation actions

4.1 Foreseen Risks (risks already identified prior the initiation of the project, see Annex 1)

Risk N°	**Description of Risk**	**Related WP N°**	**Proposed risk-mitigation measures**

4.2 Unforeseen Risks

Risk N°	Description of Risk	Related WP N°	Proposed risk-mitigation measures

4.3 States of the play for Risk Mitigation

Risk N°	Period	Did you apply risk mitigation measures (yes/no)	Did your risk materialize (yes/no)	Comments

5. Work plan for the next period (max 1 page)

5.1 Planned activities in the next period – *Give an outlook on planned activities for the period until the next report (on-going work packages, tasks per partner, due deliverables), consider any strategy developed in section 1.3)*

5.2 Planned meetings, activities related to market uptake and dissemination activities – *Give an overview on your planned project meetings (date, location, main topic, etc.), planned activities to foster the market uptake and dissemination activities (date, location and main topics of fairs, conferences, etc.), at least for the period until the next report.*

6. Dissemination and exploitation of results

6.1 Scientific Publications

Type of scientific publication (journal/ conference proceedings/ workshops/ book/ monograph/ thesis/ dissertation/ etc.	Title of scientific publication	ISSN or eSSN	Authors	Title of journal or equivalent	Number of issue, date	Publisher	Place of publication	Year of publication	Relevant pages	Peer review (yes/no)	Is/ Will open access provided (yes Green/ yes Gold/no)

6.2 Progress regarding market uptake and exploitation – *impacts of the projects' solutions towards market uptake. Describe here your progress to achieve these objectives.*

6.3 Dissemination and Communication activities

Type of communication and dissemination activities	**Number of activities**

7. Overview on use of resources

	Partner Name	
	Actual	**Justifications**
WP1		
WP2		
WP3		
WP4		
WP5		

Appendix C. Review Protocol template

iCROSS Review Protocol

Deliverable/Document Name	Dx.y	**Version**	A.BB
Review Start Date	DD/MM/YYYY	**Review End Date**	DD/MM/YYYY
Authors/Contributors	Name Surname (Organisation)	**Assigned Internal Reviewers**	Name Surname (Organisation)

REVIEW COMMENTS

Comment Number	**Page - Section**	**COMMENT**	**RESPONSE**	**Reviewer Name/ Company**

Appendix D. Meeting Agenda template

Meeting Agenda

iCROSS Intelligent Portable ContROl SyStem

This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 700626

Title of the Meeting (e.g. iCROSS Kick-off Meeting)

Day 1 (e.g. Mon, Sep 12th)

The aim of the first day is to .....

Start time–end time e.g. 14:00–14:15	*Arrival & Coffee*	
e.g. 14:15–14:30	Welcome and Greetings	Host
e.g. 14:30–15:15	**Name of Session 1 (time e.g. 45')**	Responsible Organisation and presenter
e.g. 15:15–16:30	**Name of Session 2 (time e.g. 1h 15')**	Responsible Organisation and presenter
e.g. 16:30–16:45	*Coffee Break*	
e.g. 16:45–18:15	**Name of Session 3 (time e.g. 1h 15')**	Responsible Organisation and presenter
e.g. 18:15	**End of meeting**	

Day 2 (e.g. Tues, Sep. 13th)

The aim of the second day is to .....

Start time–end time e.g. 09:00–09:15	*Arrival & Coffee*	
e.g. 09:15–11:00	**Name of Session 1 (time e.g. 2h 45')**	Responsible Organisation and presenter
e.g. 11:00–12:15	**Name of Session 2 (time e.g. 1h 15')**	Responsible Organisation and presenter
e.g. 12:15-13:30	*Lunch Break*	
e.g. 13:30–15:30	**Name of Session 3 (time e.g. 2h 00')**	Responsible Organisation and presenter
e.g. 15:30-15:45	*Coffee break*	
e.g. 15:45–18:15	**Name of Session 4 (time e.g. 2h 30')**	Responsible Organisation and presenter
e.g. 18:15	**End of meeting**	

Participants List – Meeting details

Organisation	Participant
ED	
ICCS	
STR	
MMU	
ITTI	
EVR	
BIO	
JAS	
LUH	
HNP	
PBG	
TRA	
BSG	
Meeting Details:	*Venue:* *Date: DD/MM – DD/MM YYYY* *Address:* *Tel/fax:* *Email:*

Appendix E. Meeting Minutes template

Minutes of Meeting

iCROSS Intelligent Portable ContROl SyStem

This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 700626

Minutes of {Title} Meeting, {Location}, {Date}			
Report Identifier:	iCROSS {Title} Meeting Minutes, {Date}		
Distribution Security:	Confidential	**Status – Version:**	A.BB
Editor:	Name Surname (Organisation)		

Participants List

Organisation	Participant
ED	
ICCS	
STR	
MMU	
ITTI	
EVR	
BIO	
JAS	
LUH	
HNP	
PBG	
TRA	
BSG	

Contributors

Name	Organisation

TOPICS DISCUSSED

DAY 1

Title of Session (responsible organisation and presenter)

Issues discussed:

- ...

Conclusions:

- ...

DAY 2

Title of Session (responsible organisation and presenter)

Issues discussed:

- ...

Conclusions:

- ...

Action Points					
A/A	**WP**	**DATE**	**DESCRIPTION**	**PERSON/PARTNER IN CHARGE**	**DEADLINE**

Open issues					
A/A	**WP**	**DATE**	**DESCRIPTION**	**PERSON/PARTNER IN CHARGE**	**DEADLINE**

Appendix F. Presentation template