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D1.2   Management, quality and risk mitigation plan

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Date of delivery: Month 1
Partners involved (leader in bold): **FhP**, SxL, INST, SPR, KBO
Authors: Ana Correia de Barros (FhP)

Partner list

Nr.	Partner name	Short name	Org. type	Country
1	Associação Fraunhofer Portugal Research	FhP	Research	Portugal
2	FPCEUP - SexLab	SxL	Research	Portugal
3	Instahelp	INST	SME	Austria
4	SPRIGS	SPR	SME	Netherlands
5	Unie KBO	KBO	End-user	Netherlands

Revision history

Rev.	Date	Partner	Description	Name
1	22.04.2021	FhP	Created the first draft	Ana Correia de Barros
2	30.04.2021	FhP	Revised the draft, added the MURAL workspace screen and the quality control section	Ana Correia de Barros
			Approved by FhP	

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Glossary

CMU: Central Management Unit of the AAL Joint Programme

DoW: Description of Work

NFA: National Funding Agency

QA: Quality Assurance

WP: Work Package

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1. Project management structure

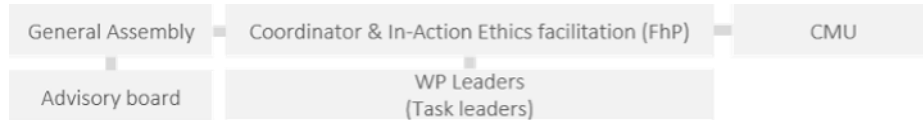Please refer to the Consortium Agreement for further details[3].

Figure 1 Anathema's management structure

Management Plan: FhP will provide project management, and consortium members will report to the coordinator. FhP has experience in coordinating multi-partner and multi-country consortia, including within the AAL JP. The Anathema consortium consists of five funded and two self-funded partners, from small to medium-sized. A lean management structure (see Figure 1) will be applied, including decision making and operational bodies. The Coordinator makes decisions with the WP Leaders and the General Assembly (GA) on a strategic level. On an operational level, the Coordinator will facilitate *In-Action Ethics* and coordinate the project with WP Leaders and respective Task Leaders. The Coordinator will use an Agile methodology and setup fortnight quick meetings with WP Leaders to follow-up on two-week-long sprints at a time, so that all are aware of each other's tasks and can quickly fix any issues that arise. The consortium is strengthened by an Advisory Board, whose members will provide feedback and recommendations to operational management and join major GA meetings. The GA, chaired by the Coordinator, has one representative per partner. Each member has 1 vote and decisions will made by a 3/5 majority. The GA meets at project start, end and every 6 months in between.

Internal Ethics: The project will adopt an *In-Action Ethics* (already used in the AAL project *Give & Take*), which will be facilitated by the Coordinator and the *Ethics and Data Protection Manager*. The kick-off meeting will include a discussion to identify major issues that may arise (with users and with researchers), sort these out in categories, decide best practices and define a "project ethos", which is a set of values the project stands for and which will guide all partners' actions and technology features. Furthermore, *AAL Guidelines for Ethics, Data Privacy and Security* and other normative ethics measures (e.g. data protection plans, informed consents for all phases of user involvement) will be applied to comply with accessibility, inclusion, privacy guidelines, as well as all applicable healthcare guidelines and the law (at national and European levels).

1.1. Staff involved

Members of the team play specific roles to assist project activities and project management. There are partners who assume specific roles and, within these, a specific person may be assigned the leadership in that role.

- Project Coordinator (FhP) – Ana Correia de Barros

- Ethics and data protection manager (FhP) – Ana Correia de Barros

- Coordinator domain knowledge Sexuality (SexLab) – Pedro Nobre

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[3] Sample footnote.

- Coordinator technical implementation (SPRIGS) – Kreshnik Hasanaj

- Exploitation and Dissemination Coordinator (Instahelp) – Anna Fuchs

- Advisory Board: Gerhard Andersson, Noëlle Sant, Patrícia Pascoal

- General Assembly: chaired by the Project Coordinator and consisting of 1 (one) representative per partner. The GA provides strategic guidelines to the Coordinator and steers the project according to the objectives agreed upon.

1.2. Responsibilities

Each partner shall use reasonable endeavours to supply the Project Coordinator and the Work Package leaders the information, documents and any other inputs required to deliver the project to the agreed upon timescales, within cost and quality level.

Each partner will make sure to:

- Promptly notify all the partners in the same Work Package and the Project Coordinator about any significant problem or delay in performance;
- Inform all partners in the same Work Package and the Project Coordinator of relevant communications it receives from third parties in relation to the Work Package and/or the Project;
- Verify the accuracy of any information or materials it supplies and promptly correct any error therein of which it is notified. The recipient Party shall be entirely responsible for the use to which it puts such information and materials.

1.3. Project conflict resolution

Project conflicts shall be resolved at the lowest operational level possible in order to facilitate timely solutions. If the internal process fails, the matter shall be escalated to formal Arbitration as detailed in Figure 2.
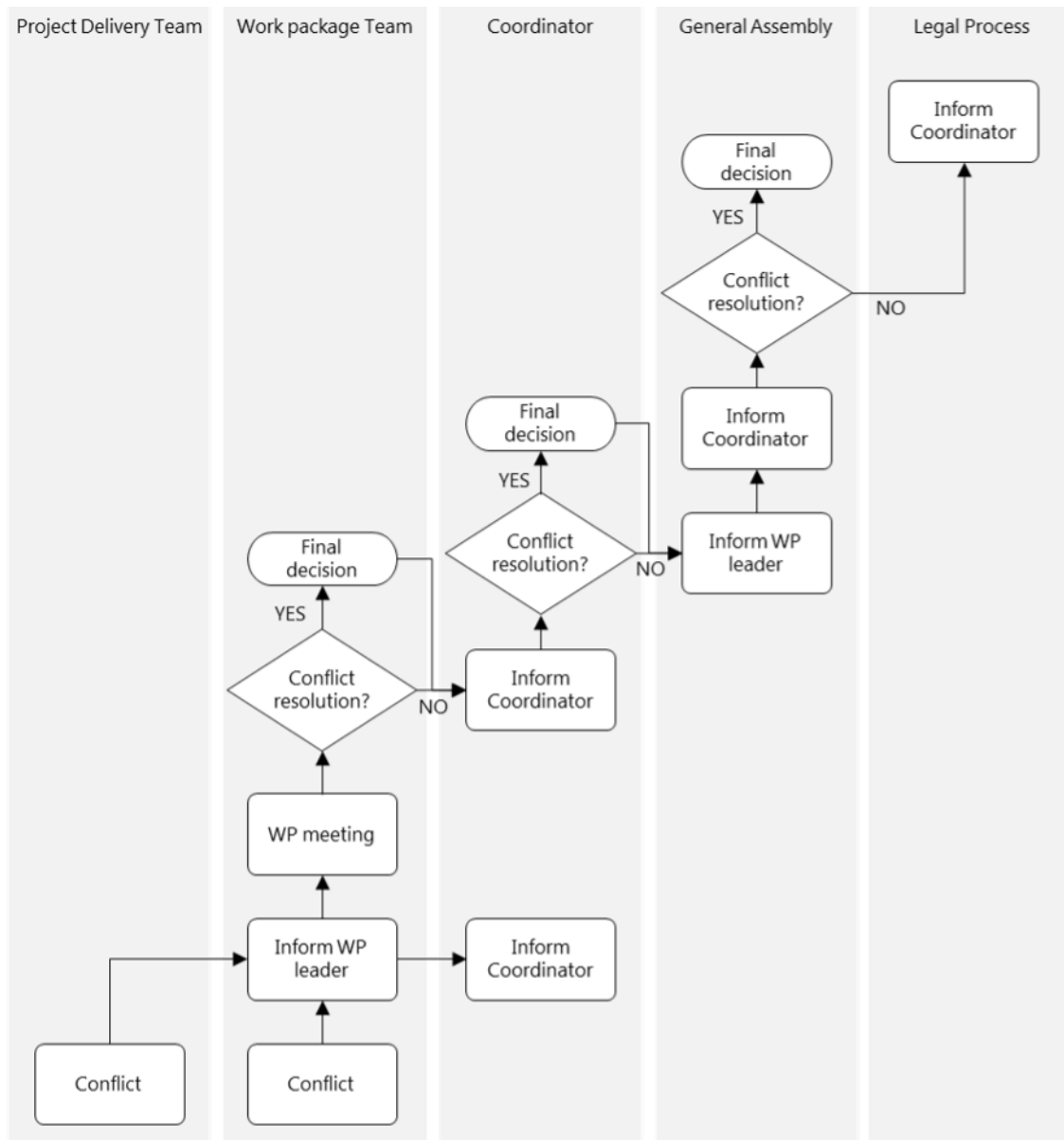
Figure 2 Anathema's conflict resolution process

2. Project monitoring

2.1. Project meetings

Please refer to Consortium Agreement for more details about meeting arrangements and voting rules.

In order to secure proper coordination among partners and timely delivery of results, the following project meetings shall take place in the course of the project:

- 1 (one) general conference call every fortnight (see Figure 3);
- 1 (one) General Assembly meeting every 6 (six) months:
  - Each WP leader should prepare a presentation and provide a report about the WP status and progress;

o The Coordinator will present and provide a report about project performance according to the KPIs defined in the Description of Work (DoW);

o The Coordinator will present and provide a report about the risk level according to the eventual risks detected and respective contingency plans summarized in the DoW;

o Each partner will inform the General Assembly about project events, press releases, publications, patents, demonstrations, etc.;

o Each partner will provide information about finance and effort.

Additional meetings may be scheduled as needed, such as to cope with times when quick progress must be made.
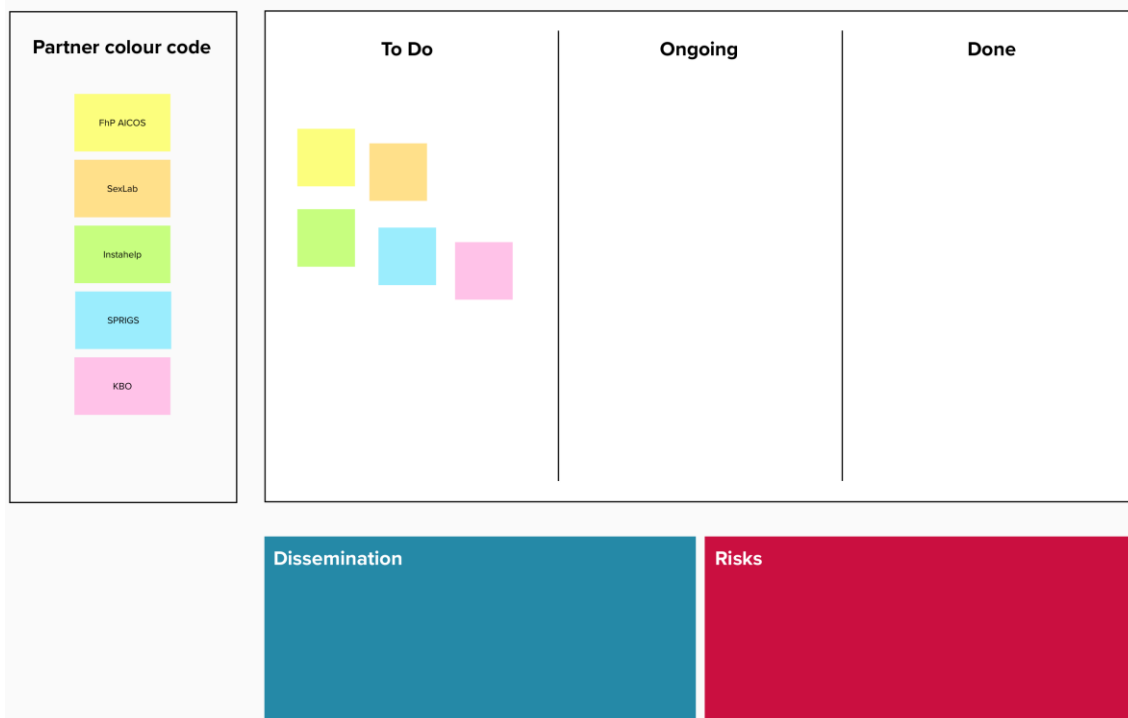

Figure 3 Workspace on MURAL to support fortnight meetings with Kanban board, dissemination log and risks highlights

2.2. Risk management

The role of risk management activities in the project will be to timely identify risks, assess their consequences (occurrence, impact on cost, results, time, most affected WPs and partners, among others) and develop suitable responses based on corrective courses of action or contingency plans. Risk tracking will thus be made through the different meetings in order to minimize their impact to the widest extent possible. At this stage we have identified a list of possible risks which are described in the DoW. Such risk log will be updated, whenever relevant, throughout the course of the project.

In the fortnight meetings, the consortium will be using a common platform to keep track of backlog, ongoing tasks and completed tasks. Risks, as they emerged in the project, will also be documented in this same platform so that they are kept visible to all team members.

3. Impact and awareness activities

Periodically, partners will be asked to provide a report on the impact and awareness raising activities that they have promoted (e.g., project event, press, releases, publications, patents, demonstrations). Nevertheless, there will be a live document on the project shared folders for partners to document these activities as they take place. As with risk management, the coordinator will use fortnight meetings to remind and record such actions.

Awareness raising is especially critical in project Anathema due to the sensitive topic. The DoW describes a set of actions to meet Anathema's goals.

The live document, called 'Dissemination log' is structured as follows:

Table 1 Dissemination log structure.

Title	Type	Venue/Publisher/Host	Country	Audience type	Date	Link
First row						

4. Reporting to the CMU

During project Anathema, the consortium will have to submit four reports to the CMU: one for the mid-term review – a moment, half-way through the project in which the project is evaluated by external experts –, one for the final review (with the same experts), and two calendar-year reports. The CMU provides templates for these reports.

In the mid-term and final review, we will answer a questionnaire detailing and justifying any changes to the consortium, project duration and budget. In this questionnaire, we will also report on the financial flow of the project, including dates of payment requests and dates of receiving the funding from the NFAs. Finally, we will report milestones, demonstrations, workshops and deliverables achieved within the reporting period. Any difficulties faced within the project may also be reported.

The work on the reporting period will be orally presented to external reviewers and to the CMU in a dedicated session.

The calendar-year reports include all of the items in the review reports with additional information on description of planned versus actual effort in person-months.

The templates will be made available by FhP, as coordinator, in due time.

5. Document handling procedures

The documents shared by the consortium have a common repository on Sharepoint, which is provided by FhP. In order to ease the work flow and promote high quality, this section defines procedures for different stages of documentation preparation and acceptance.

5.1. File naming

The file naming standard will be the following:

Dx.x_TTT.FFF

Where:

- **Dx.x** refers to Deliverable number
- **TTT** refers to the title of the Deliverable
- **FFF** refers to the file format (doc, docx, pdf…)

5.2. Document edition

The responsible partner for each Deliverable is already defined in the DoW. For the remaining documents, the edition responsibility is as follows:

- Minutes of the GA meeting: Responsibility of the Project Coordinator.
- Minutes of working meetings (remote or in person): Responsibility of the partner organizing the meeting.

5.3. Document acceptance

5.3.1. Minutes

Minutes must be generally available within 15 (fifteen) days after the meeting. After the first release, partners involved will be allowed to revise, propose modifications or submit comments within the timeframe of 1 (one) week. Once having a final version, the document will be accepted as definitive by the hosting partner. The procedure is visually represented in Figure 4.

Figure 4 Minutes acceptance procedure

5.3.2. Deliverables

The complete timing for the generation of a deliverable or report can go up to two months, during which it should follow the steps described below and in Figure 5.

- **Preparation and submission of the index** by the Deliverable responsible and sent to all. The index should identify partners assigned to and responsible for each section.

- **Reception of contributions and compilation.** The partners send their contributions to the Deliverable responsible, who will then compile all the contributions. This should be done up until 1 (one) month after the index was sent.

- **Last draft and first version.** Within two weeks after receiving all the contributions, the responsible partner for the Deliverable should make a first version available to the Project Coordinator and, when applicable, to the Technical Committee for review.

- **Edition of first version.** The Project Coordinator and, if applicable, the Technical Leader, will review and edit the version before circulation amongst all the partners. This must be done within 1 (one) week of reception.

- **Edition of final version and submission to the CMU.** One week after circulation among all partners, the Project Coordinator (and Technical Leader when applicable) will edit the final version with eventual comments received by the partners. The Project Coordinator will then submit the Deliverable to the CMU. The whole process will take a maximum of 10 days.

- If public, the Deliverable shall be made available in PDF format on the project website by the Project Coordinator.
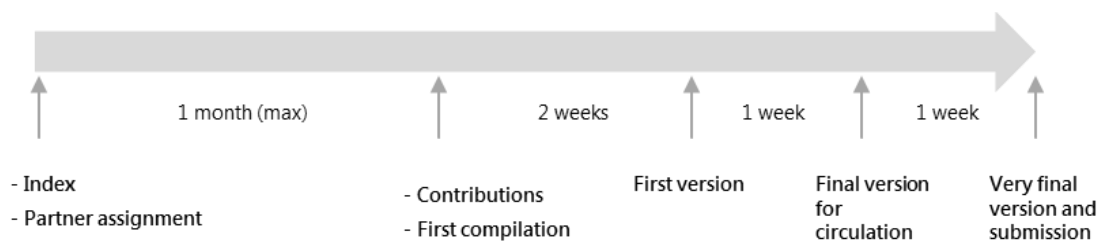

Figure 5 Deliverable preparation and acceptance procedure

6. Quality control for prototypes

In the context of software and hardware development, Quality Assurance (QA) is the function of software quality that assures that the standards, processes and procedures are appropriate for the project and are correctly implemented.

The main strategies implemented within project Anathema to ensure the quality of the software relate to testing activities and implementation of Agile practices in the project lifecycle. Figure 6 depicts the activities and artifacts managed by quality assurance procedures throughout the project lifecycle.

A Scrum based approach is followed, considering short and incremental development cycles. During the first stages, the team focuses on the following procedures:

- **Requirements' documentation**: once known, the requirements of the project are documented and shared with the Development Team and Product Owner. This procedure helps ensure that such people playing such roles have a shared understanding on the goal and meaning of the project.
- **Coaching team members about procedures in use**: whenever needed, all the procedures panned for, or already taking place within a Development Team are exposed, to ensure all members follow the same guidelines.
- **Version control strategy definition**: this procedure helps the Development Team to more effective and understandably store and share software code.
- **Continuous Integration environment setup**: configure the environment which will run and report automated software tests.

- **Issue and Project Tracking software setup**: configure the environment which will, throughout the project lifecycle, support the Scrum Team in several dimensions, namely Scrum meetings management, releases management and tasks logging.
- **Test case management environment setup**: create a dedicated space to the project on the test case management environment and define a structure, according to the known software characteristics from a User's perspective, according to which functional test cases will be grouped together.

As the first stages of the project produce enough artifacts for the Development Team to start implementation activities, the team's efforts get oriented towards a different set of procedures:

- **Scrum sprint management**: acting as Scrum Master, taking advantage of the Issue and Project Tracking software to ensure all the goals set to the Scrum Meetings are achieved.
- **Test case management**: deriving all the test cases and testing conditions necessary to assess the righteousness of the features' implementation.
- **Tests' automation**: leverage testing activities by using tools that can execute test cases and report the results without human intervention, increasing the effectiveness of testing activities, and providing greater support to development activities. This procedure is supported by the Continuous Integration environment and version control strategy previously defined.
- **Release management**: support the Development Team in setting the releases timing, mapping all the features to the correct software version and with the help of the Issue and Project Tracking software, make this information available to the Scrum Team.
- **Continuous Integration**: using the previous tools, monitor the impact of every new feature to make sure that the maximum number of defects is prevented.
- **Definition of User Acceptance Tests**: write a set of tests whose goal is to provide the Product Owner with a tool to assess if the software features they were given are according to the expectations.
- **Bug report triage**: analyse but reports to get the root cause of a defect and feedback the Development Team with methods to reproduce such defects in order to ease their removal.
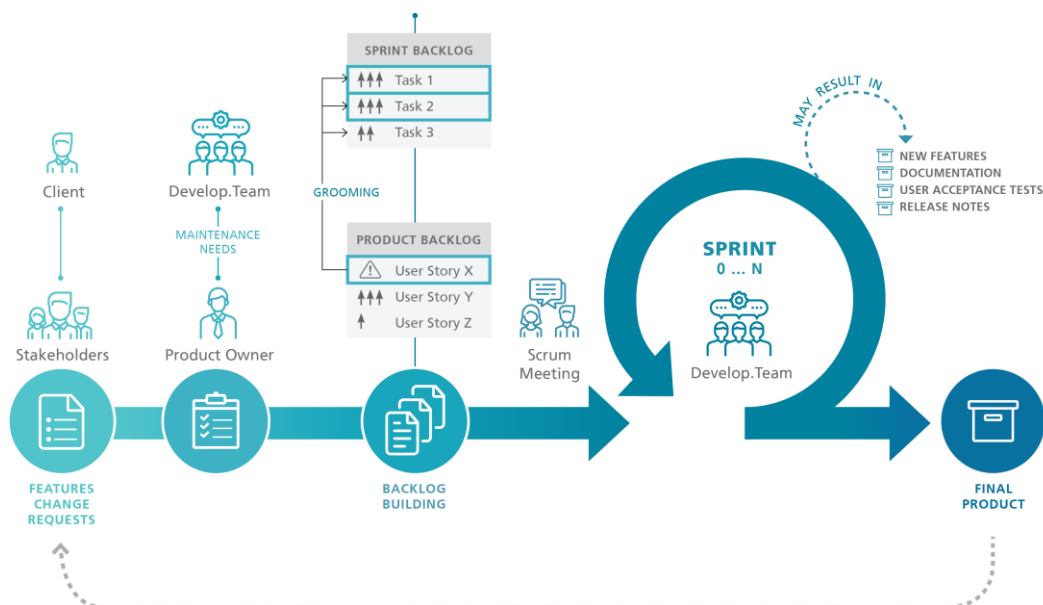

Figure 6 Representation of the project's main artifacts, roles and development flow