

Project co-funded by the European Commission within the FP7 (2007–2013)
 Grant agreement no. 288594

M-INCLUSION

Mobile Inclusion Platform for Europe and Latin America

Project type: Coordination and Support Action
 Start date of project: 1st November 2011 Duration: 24 months

D.1.1 – Project Management Plan

WP n° and title	WP1 – Project Management and coordination
WP leader	Telefónica
Responsible Author(s)	Econet
Contributor(s)	INNEN
Planned delivery date	M3
Actual delivery date	M3

Dissemination Level		
PU	Public	
PP	Restricted to other programme participants (including the Commission Services)	
RE	Restricted to a group specified by the consortium (including the Commission Services)	
CO	Confidential, only for members of the consortium (including the Commission Services)	X

TABLE OF CONTENTS

INDEX

LIST OF ABBREVIATIONS AND DEFINITIONS	4
SHORT SUMMARY	6
1. INTRODUCTION	7
2. PROJECT MANAGEMENT STRUCTURE	8
3. PROJECT STRUCTURE & PLAN	11
3.1. WORKPACKAGES LIST	11
3.2. TASKS LIST/OVERVIEW	15
3.3. DELIVERABLES LIST	16
3.4. List of milestones and planning of reviews	17
3.5. GANTT OF THE PROJECT	18
3.6. Efforts for the full duration of the project	20
3.7. Indicators	23
4. QUALITY MANAGEMENT PLAN	25
4.1 Quality organisation	25
4.2 Quality activities and tasks	26
4.3 Production process	27
4.3.1 Deliverables rules	28
4.3.2 Publication/Dissemination rules	29
4.4 Communication process	29
4.4.1. Format of the documents	29
5. INTERNAL COMMUNICATION STRATEGY & TOOLS	30
6. EVENTS METHODOLOGY	31
6.1. SETTING GOALS	32
6.2. KEY ASPECTS OF THE EVENT	33
6.3. BUDGET FOR THE EVENTS	34
6.4. EVENT MANAGEMENT	35
6.5. EVENT ORGANIZATION (Before, during and after)	36
6.6. EVENT DISSEMINATION	37
6.7. EVENT EVALUATION	38

6.8. FOLLOW UP ACTIVITIES	39
7. RISK MANAGEMENT STRATEGY	40
8. CONCLUSIONS	46
ANNEX 1: List of contacts	47
Annex 2: Deliverables' Template	48
Annex 3: Events Dossier	57
ANNEX 4: Feedback Questionnaire	61

LIST OF ABBREVIATIONS AND DEFINITIONS

Please include the list of abbreviations and definitions used in the deliverable

Abbreviation	Definition
DoW	Description of Work
EC	European Commission
FP7	Seven Framework Programme
PC	Project Coordinator
PCC	Project Coordination Committee
PM	Project Manager
PMP	Project Management Plan
PO	Project Officer
QM	Quality Manager
R&D	Research and Development
SM	Support Action Manager
SME	Small and Medium Enterprise
WP	Work Package

LIST OF FIGURES

Figure N°	Figure Name	Page
1	Management Structure	8
2	Gantt Chart	19
3	Document Production process	27

LIST OF TABLES:

Table Nº	Table Name	Page
1	Workpackages List	11
2	Tasks List	15
3	Deliverables List	16
4	Milestones List	17
5	Tentative Schedule of Reviews	18
6	Person Months allocation in DoW	20
7	Distribution of budget in DoW	21
8	Indicators List	23
9	Events Goals	32
10	Event Key Aspects	34
11	Budget for events	35
12	Event Management Team	36
13	Event Organisation	37
14	Dissemination Sources	38
15	Risk Plan	45

SHORT SUMMARY

Deliverable 1.1 details the Project Management Plan (PMP). It will specify each partner's responsibility within the project. It will contain the latest version of the work plan (updated at regular intervals), the quality specifications for the Project procedures and outputs, the project standards such as document look and feel, partner contact details and any other information relevant to support the management of the project. This document will include the Quality Plan and the internal Communication Plan, as well as the risk management strategy.

It is also listed among the official project deliverables to be forwarded to the European Commission. The aim of this PMP is to present the management actions that will ensure the successful completion of the project. It will also identify the Quality Assessment metrics to be adopted by the Consortium. This will guarantee the intended quality of the project deliverables.

All these information is needed in order to manage the day-to-day running of the project. Where necessary, the PMP makes reference to the relevant project's documents such as Grant Agreement and Annexes including Description of Work (DoW) and Consortium Agreement (CA). When ambiguity of interpretation among these documents arises, this PMP takes a subordinate role. Therefore, priority is given to the documents in the following order:

1. Grant Agreement and Annexes, including the DoW (highest priority);
2. Commission rules, e.g. as contained in Guidance Notes;
3. Project Management Board decisions
4. Consortium Agreement
5. Project Management Plan (lowest priority)

Finally the PMP is considered to be a living document, subject to revision planned every 6 months (as indicated in the DoW), or to be updated each time will occur a sudden change in project requirements, the encounter of risk or unexpected deviation from the planned course of action. The revision and update of the PMP is planned during the following periods:

- PMP @ M6: covering from 1st November 2011 to 30th April 2012
- PMP @ M12: covering from 1st May 2012 to 31st October 2012
- PMP @ M18: covering from 1st November 2012 to 30th April 2013
- PMP @ M24: covering from 1st May 2013 to 31st October 2013

1. INTRODUCTION

The purpose of this Project Management Plan [from now on PMP] is to provide a documented plan for the management and control of the organizational, developmental and supporting processes necessary to the successful implementation of the M-Inclusion Project.

The PMP is structured as follows:

- It first recalls the **Project Management Structure** and the governing bodies that have in charge all the project management activities and the procedures/recommendations.
- It then describes the **Project Planing** in terms of Tasks, Deliverables, Budget and Indicators established to achieve the Project's Objectives.
- It describes the **Quality Management Plan**, including quality standards, methodologies, procedures and tools for performing the quality assurance activities, as well as the procedures for identification, collection, filing, maintenance and disposal of quality records resources, schedule and responsibilities for conducting the quality assurance activities.
- It also includes the guidelines applicable to all project partners to ensure a good communications between them, the "**Internal Communication Strategy**", as well as a "**Methodology for Events**"
- Finally, and taking into account that the risk management is considered such a relevant task within the general project management procedures, it is included in this document a **risk management strategy**.

2. PROJECT MANAGEMENT STRUCTURE

The M-Inclusion management structure is centred on two core components: Steering Committee (Strategic Decisions), and a Project Manager together with a management support team composed by other positions.

A diagram of the management structure is presented in the following graphic:

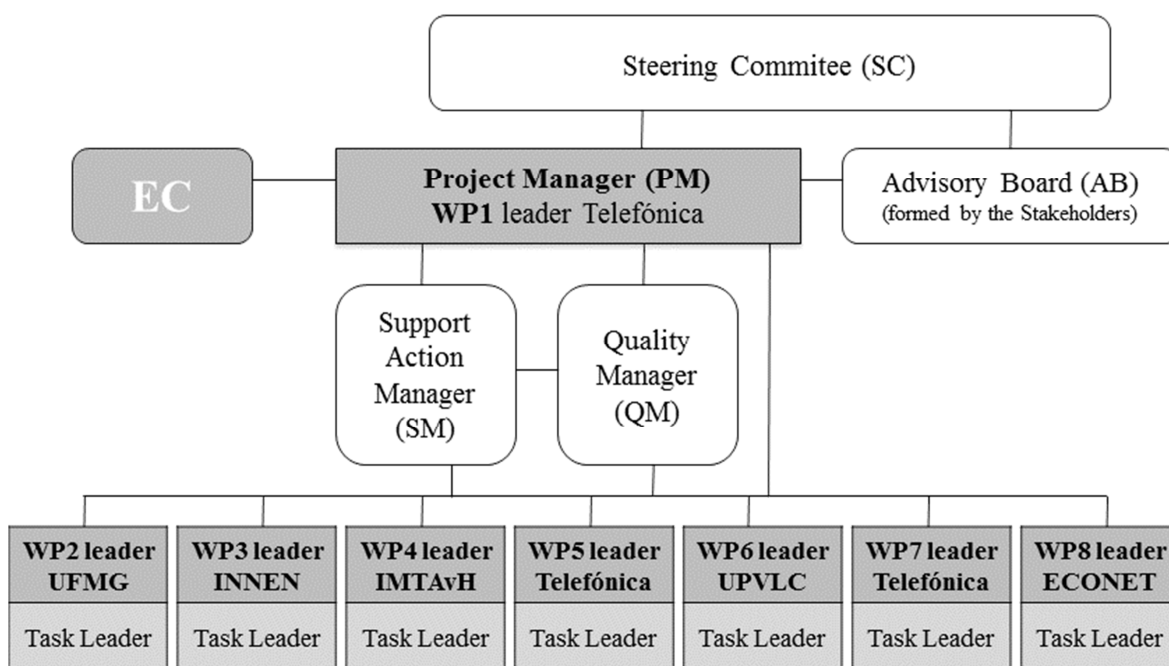


Figure 1: Management Structure

In order to ensure compliance with all technical and scientific objectives of the M-Inclusion project, the following operational/decisional committee is needed:

STEERING COMMITTEE (SC)	
Function	The SC will be the highest executive and decisional authority within the consortium and will have the overall responsibility of the administrative and technical management for the project.
Composition	It will be composed by of one delegate (Senior Partner Representative) from each partner of the Consortium and will be chaired by the coordinator’s representative, referred to as the PM.
Meetings	There will be meet on a six-month basis (in concordance with project meetings whenever possible) and will meet for extraordinary sessions when the Project Coordination Committee or the Project Manager (see description below) request so. If necessary, the SB will also support the Exploitation Manager (description below) defining the Exploitation Strategy for the Project.

The M-Inclusion management structure includes also the following positions:

PROJECT MANAGER (PM)	
Function	The PM has the overall responsibility for the organisation, planning and controlling the project. It represents the sole contact person for the project with the Commission and will ensure prompt delivery of reports and deliverables to the Commission. It will be in charge of ensuring the smooth unwinding of the project by calling, organising and chairing, the SC meetings and proposing its agenda. It will collect, monitor and integrate financial and administrative data from the partners at six month intervals, and will prepare the technical and financial data for submission to the Commission
Appointee	Ms Sofía Fernández de Mesa Echeverría , (Corporate Director for Social Innovation and Social Inclusion Business in Telefónica, Project Coordinator).

SUPPORT ACTION MANAGER (SM):	
Function	The SM provides support to the Project Manager in order to keep the project focused on proposal targets. The Support Action Manager is constantly updated by Work Packages leaders to be assured that work is progressing according to plan. The Support Action manager will make extensively usage of the Control Tool developed at the beginning of the project to verify that the overall targets of the projects are met. ECONET will assume this role in the project.
Appointee	Mr Javier Calvet Stoffel , CEO in Econet, Support Action Manager in M-Inclusion

QUALITY MANAGER (QM)	
Function	<p>The QM will take charge of the Quality Assurance Procedures of M-Inclusion. She has the overall quality responsibility for the documentation configuration control and quality project and provides support to the Project Manager regarding quality management. The QM is in charge of:</p> <ul style="list-style-type: none"> ✓ defining project guidelines for quality control and quality assurance and has the monitoring responsibility on this; ✓ coordinating the quality control and the specific quality assurance processes for the project deliverables, publications and dissemination of results . <p>The SC take care of the final global quality of outputs after the QM gives a previous assessment and supervision of them.</p> <p>The Quality Manager is entitled to request additional reports and remedial actions where appropriate. INNEN will assume this role in the project</p>
Appointee	Ms Leonor C. Salas-Parra , CEO in INNEN, Quality Manager of M-Inclusion).

WORK PACKAGE LEADERS (WPL)	
Function	<p>The Project is composed of as a set of eight closely related Work-Packages. WP Leaders will be responsible for technical coordination and compliance within each single WP. They therefore will:</p> <ul style="list-style-type: none"> ▪ Monitor the progress of the tasks scheduled within their WP both technical (compliance of deliverable) and financial in terms (compliance of costs and procedures). They will also be in charge of all WP-related reporting activities towards the PCC. ▪ Implement the decisions taken by the PCC. ▪ Recollect all the information (technical, programmatic) needed to prepare the periodic progress reports from the task leaders within their WP and report the relevant to the PM and TM. ▪ Supervise ground meetings, set the agenda and report to the PCC on all relevant matters regarding WP progress (monthly one-page progress reports will be submitted by each WP to provide an update to the PM on the status of the work plan).
Appointee	The WPL will be appointed within the organisation leading each WP (Telefónica for WP1, 5 and 7; UFMG for WP2; INNEN for WP3; UPCH for WP4, UPVLC for WP6 and Econet for WP8).

TASK LEADER (TL)	
Function	Is responsible for managing a Task and all work conducted by participants in this Task. The Task leader establishes, in co-ordination with the Work Package Leader, the detailed schedule of the Work Package and the work in progress.
Appointee	A list of task leaders is included in point 3.2 of this document.

ADVISORY BOARD (AB)	
Function	It will be an advising independent body for the project development composed of representatives of the Stakeholder Group (30 members). The aim is ensuring that large coverage of target group needs, parallel projects; third-party experts, EU and LATAM authorities' expectations are fully taken into account and provide feedback to the project team about the results. It is expected they will be active part of the workgroups and events. The input obtained from that committee will be compiled in a coherent proposal (recommendation minutes) that is expected both, the project consortium and the AB could subscribe. The recommendation minutes will be included in the periodic reports defined as deliverables in the WP1. Members will also have access to restricted diffusion of non-confidential deliverables.
Appointee	A list of members will be annexed to this document as soon as this AB is created

3. PROJECT STRUCTURE & PLAN

The M-Inclusion project’s work plan is straightforward and simple. The simplicity of its structure, where each WP builds on the efforts of the previous, will make project management easier (by providing clear responsibilities and assessment of progress) and thereby help reduce the risks involved in completing the project successfully. The work package leaders combined with the project coordinator’s experience will help ensure that the project is efficiently managed, develops high quality deliverables, and is successfully completed on schedule and within budget.

3.1. WORKPACKAGES LIST

The M-Inclusion project consists of eight work packages (WPs) that will be completed over 24 months.

Workpackages List				
WP			Programmed dates	
Responsible	Nº	Name	Start	End
Telefónica	1	Project Management and Coordination	1	24
UFMG	2	Engagement of stakeholders and reference groups	2	24
INNEN	3	Web portal and communication tools	1	9
UPCH	4	Starting point: Identification of end-users needs for inclusion	2	7
Telefónica	5	Technical International cooperation	5	10
UPVLC	6	Awareness and Knowledge sharing	7	23
Telefónica	7	Dissemination activities	2	6
Econet	8	Exploitation	6	24

Table 1: Workpackages List

WP 1: PROJECT MANAGEMENT

This includes scientific management, administrative management and risk management.

Its main objective is to ensure successful completion of activities planned and getting the expected results, which will be achieved through:

- Carrying out the project according to the time schedule and budget established
- Creating a system to provide continuous evaluation, constant project monitoring and effective knowledge management
- Defining the formal and methodological basis for the planned activities within the work plan and its deliverables
- Setting up and maintaining a well-coordinated structure to ensure an effective management of the project between the project teams and the different actors involved.
- Guaranteeing a management of the project according to the contract that will be signed between the EC and the consortium, regarding the overall legal, contractual, ethical, financial and administrative aspects, as well as ensuring the maintenance of a continuous link with the EC.

The management structure will be based on a reduced number of committees and members, in order to improve the overall flexibility and swiftness in decision-making.

WP 2: ENGAGEMENT OF STAKEHOLDERS AND REFERENCE GROUPS

The WP objective is to create a framework facilitating the participation of additional actors (external to the consortium). More specifically, the targets of the WP are:

- Identify and contact social experts and civil society associations related to the objective groups identified within the project
- Engage public bodies from project related countries (mainly LATAM)
- Identify and contact mobile solutions developers in LATAM and the EU
- Create the necessary Workgroups to carry out the planned activities taking into account all the parties involved in the project: both within and outside the consortium
- Specify the role and contribution of the defined Stakeholder Group

WP 3: WEB PLATFORM DEVELOPMENT

WP3 is aimed at the establishment of the Project Web Platform, with interface available in English, Spanish and Portuguese. The web site will include:

- Public information on the project, including downloadable material
- Access to the DB of registered stakeholders and resources.
- Access to technical information on mobile solutions for inclusion provided by the technical Workgroup
- Access to the list of on-going and concluded RTD projects
- Access to the “market place” with case studies and technical solutions provided by Telefónica and ECONET (see WP8)
- Access for allowed stakeholders and Workgroups to perform online-forums through web 2.0 communication tools
- Access to private area of Partners for information on project, deliverables, database and Workgroups evolution
- Access to the control tool for evaluation of results

The Web Site will be fed by one hand, with a complete databases including both, the ones who directly participate in the project's Working Groups and the ones interested only in being informed of project results and/or conclusions, and by the other, with constantly updated information, provided by the project Work Groups (see Task 2.2), by other engaged stakeholders (voluntary collaboration) and/or by the Stakeholder Group previously defined (see Task 2.3).

WP 4: IDENTIFICATION OF END-USERS NEEDS FOR INCLUSION

The objectives of this WP are:

- Decide which are the specific categories of end users within the four objective groups (people with disabilities, chronic patients, low-income sectors, population from isolated areas) that will be considered priority when assessing their social and technological needs of inclusion.

- Identify and classify the current needs based on the actual situation of a number of potential end-users groups though some of them may be excluded due to low access to mobile tools for Teleassistance and social services (people with disabilities, low-income sectors, population from isolated areas, etc.). This will be the starting point for a posterior technical analysis of potential mobile solutions.
- Participate in project Open Forums with other Workgroups and/or stakeholders with complementary capacities (mainly technical profiles).
- Develop the end-users **Road Map for M-Inclusion**, including the main needs detected

WP 5: TECHNICAL INTERNATIONAL COOPERATION

The goal here is to establish international expert group cooperation for sharing best practices, exchange of knowledge and success experiences in cost-effective opensource-based M-Inclusion solutions. Specifically, the activities of this Workgroup could be understood as the foundation of an international RTD cooperation framework to promote dialogue, transfer of knowledge in a win-win approach.

Formally, technical discussions will be based on (1) end-users' needs inputs, (2) a survey on existing mobile solutions and technological trends, and (3) promotion of project ideas to be carried out jointly by EU and LATAM developers of cost-effective opensource-based M-Inclusion solutions. Two Challenges (technical contests) also will be organised in order to foster the initiative to all kind of developers inside and outside the project, individuals or communities.

The information obtained will be structured and included as technical content in the project Web Site and will be accessible by all members belonging to the M-Inclusion *virtual community*. With this objective, all information will be classified following an overall methodology based on classification of stakeholders by their main areas of expertise or of project results by their application (e.g. solutions for people with visual disabilities, remote monitoring, infrastructure, etc.).

WP 6: AWARENESS AND KNOWLEDGE SHARING

The main objective is to join and merge all the knowledge acquired in the previous work packages in order to foster user's involvement in mobile tools and accessibility services to facilitate personal autonomy and inclusion of excluded social groups.

The work of the partners will aim at joining all the forces involved in order to reach a consensus on the tendencies of the future and build a common Road Map for users and developers.

WP 7: DISSEMINATION ACTIVITIES

The main objective is to define and carry out actions aimed at achieving maximum diffusion of project results and tools. The specific objectives are:

- Establish dissemination actions oriented towards the wide diffusion of project results, both from a technical point of view and from the end-users point of view.
- Raise the awareness of EU and LATAM authorities so to foster a larger involvement and deployment of initiatives based on mobile solutions aligned with the current policy

strategies for the improvement of personal autonomy and social inclusion for disadvantaged groups through the opportunities offered by our modern, digital society.

To carry out dissemination activities, several channels will be used; newsletters, mailings and national events, amongst others. These activities will target a wide audience composed of relevant stakeholders (inside and outside the virtual community), including end-users, developers, policy-makers, researchers, and all kinds of organisations active in the development and/or implementation of solutions for social inclusion.

It is expected that this WP will become a promotional channel for the virtual community after the end of the project, thus helping in the exploitation of the projects' results (see WP8).

WP 8: EXPLOITATION

The objective is to define the final strategy for exploitation of project results. The proposers will maintain the cooperation framework and related services alive through the maintenance of the virtual community after the end of the project.

It has to be outlined that all project partners will be involved in the exploitation of the project results, guaranteeing that the M-Inclusion community will be a sustainable service in the future.

PMP @ Mx Revision

In future updates of this document, comments on the level of WPs' implementation will be included.

3.2. TASKS LIST/OVERVIEW

Every workpackage is composed of different tasks, and for each task a responsible and a time for implementing it is previewed.

MasterListTasks							
WP			Tasks			Programmed dates	
Responsible	Nº	Name	Nº	Responsible	Name	Start	End
Telefónica	1	Project Management and Coordination	1.1.1	Telefónica	Project Coordination and Management	1	24
			1.1.2	Econet	Risk Management	1	24
			1.1.3	Telefónica	Ethical issues management	1	24
			1.2.	Econet	Definition of methodological and formal basis for the project	1	3
UFMG	2	Engagement of stakeholders and reference groups	2.1.1.	UFMG	Identification: definition of the target groups	2	24
			2.1.2	UFMG	Engagement	2	24
			2.1.3	INNEN	Data base creation	2	24
			2.2	Econet	Setting up and scheduling the collaboration of the Stakeholders	3	5
			2.3	UPCH	Creation of project Workgroups	4	6
INNEN	3	Web portal and communication tools	3.1	INNEN	Design and Development of project web portal	1	9
			3.2	Telefónica	Implementation of 2.0 Communication Tools	3	9
			3.3	INNEN	Maintenance, promotion and management of the portal	5	24
UPCH	4	Starting point: Identification of end-users needs for inclusion	4.1	UPCH	Definition the current needs based on actual situation	2	7
			4.2	UFMG	Users Monitoring: Workgroups participation	6	13
			4.3	UPCH	Users definition and validation of the Roadmap	10	16
Telefónica	5	Technical International cooperation	5.1	UPVLC	Benchmarking of research/development activities	5	10
			5.2	Telefónica	Developers monitoring: Workgroups participation	7	14
			5.3	Telefónica	Technical definition and validation of the Road Map	10	16
			5.4	FUT	Challenges	8	23
UPVLC	6	Awareness and Knowledge sharing	6.1	UPVLC	Organisation of activities within the project Workgroups	7	23
			6.2	UPVLC	Road Map conclusions	17	24
			6.3	INNEN	Link with other initiatives	2	24
Telefónica	7	Dissemination activities	7.1	INNEN	Dissemination and Use Plan	2	6
			7.2	Econet	Dissemination an Information campaign	2	24
			7.3	Telefónica	Knowledge transfer towards end users	2	24
			7.4	Telefónica	Participation in international Events	7	24
			7.5	Telefónica	Impact evaluation	7	24
			8.1.	Telefónica	Market place	6	24
Econet	8	Exploitation	8.2	Econet	Supporting Open Innovation Services	6	24
			8.3	Econet	Business Plan	16	24

Table 2 – Tasks List

PMP @ Mx Revision

In future updates of this document, comments on the level of tasks' implementation will be included.

3.3. DELIVERABLES LIST

Each “Lead beneficiary” for every deliverable (as indicated in the table below), is responsible for producing and updating the deliverables under their responsibility.

The WP leader will communicate to the Project Coordinator any issue or delay that could affect the date of submission of the deliverable, in order to avoid further problems that could be associated to the delay of the results of changes in the objective or target of an specific tasks or Work Package.

MasterListDeliverables						
WP			Deliverable			Deadline
Responsible	Nº	Name	Nº	Responsible	Name	Programmed
Telefónica	1	Project Management and	1.1	Econet	Project Management Plan	Month 3
			1.2.1	Telefónica	First Interim periodic report	Month 6
			1.2.2	Telefónica	First periodic report	Month 12
			1.2.3	Telefónica	Second Interim periodic report	Month 18
			1.2.4	Telefónica	Second periodic report	Month 24
			1.2.5	Telefónica	Final reports	Month 24
UFMG	2	Engagement of stakeholders and reference groups	2.1.1	UFMG	1st Report on engaged Stakeholders	Month 12
			2.1.2	UFMG	2nd Report on engaged Stakeholders	Month 24
			2.2	Econet	Stakeholders Group Member and Planning	Month 5
			2.3	UPCH	Report on Workgroups created	Month 6
INNEN	3	Web portal and communication	3.1	INNEN	Functional and Technical requirements	Month 3
			3.2.1	INNEN	Web Portal (public & private areas)	Month 4
			3.2.2	INNEN	Project Web Portal (all functionalities)	Month 9
			3.3.1	Telefónica	Interim Report on Web Site promotion activities	Month 12
			3.3.2	Telefónica	Final Report on Web Site promotion	Month 24
UPCH	4	Starting point: Identification of	4.1	INDT	Benchmark on End-Users needs	Month 7
			4.2	UFMG	End-Users Workshops Report	Month 14
			4.3	UPCH	End users draft of the Roadmap for m-Inclusion	Month 16
Telefónica	5	Technical International	5.1	UPVLC	Report on M-Inclusion Benchmark	Month 10
			5.2	Telefónica	Technical Workshops Report	Month 12
			5.3	Telefónica	Technical draft of the Roadmap for M-Inclusion	Month 14
			5.4.1	FUT	Report on contests results	Month 13
			5.4.2	FUT	Report on contests results	Month 23
UPVLC	6	Awareness and Knowledge	6.1	UPVLC	Road Map for M-Inclusion	Month 24
			6.2	UPVLC	I Open Forum	Month 13
			6.3	UPVLC	II Open Forum	Month 23
			6.4	INNEN	Report on link with other initiatives	Month 24
Telefónica	7	Dissemination activities	7.1.1	INNEN	First version of the DUP	Month 6
			7.1.2	INNEN	Intermediary version of the DUP	Month 12
			7.1.3	INNEN	II Intermediary version of the DUP	Month 18
			7.1.4	INNEN	Dissemination and Use Plan (DUP)	Month 24
			7.2.1	Econet	Dissemination and Information Campaign res	Month 12
			7.2.2	Econet	Dissemination and Information Campaign res	Month 24
			7.3.1	Telefónica	Intermediary Report on National Events	Month 12
			7.3.2	Telefónica	Final Report on National Events	Month 23
			7.4	FUT	Dissemination Results at International level	Month 23
			8.1.1	Telefónica	Report on Marketplace Results	Month 12
Econet	8	Exploitation	8.1.2	Telefónica	Report on Marketplace Results	Month 23
			8.2	Econet	Report on Potential new Projects	Month 23
			8.3	Econet	Business Plan	Month 24

Table 3 - Deliverables List

PMP @ Mx Revision

In future updates of this document, comments on the level of deliverables' implementation will be included.

3.4. LIST OF MILESTONES AND PLANNING OF REVIEWS

The Milestones determine how well the deliverables satisfy the expectations of the EC and the consortium and how well the internal project delivery processes are working.

Depending on the results, achieved in the time where Milestones are indicated, corrective actions or process improvement activities will be undertaken to make the processes more efficient and effective.

In M-Inclusion project the Milestones list (as in the DoW) already identify the crucial points of the project.

Milestones List				
Milestone				Deadline
Responsible	Nº	Name	Means of verification	Programmed
UFMG	1	Stakeholder review and Web portal status	Work Groups and Stakeholder group setting; Data Base registrations (D2.2., D2.3, D3.1)	Month 6
Telefónica	2	I Open Forum results	Report of conclusion of the I Open Forum (D6.2)	Month 13
Telefónica	3	End users and Technical Roadmaps	End user and Technical Roadmap Drafts (D4.3, 5,3)	Month 16
UPVLC	4	II Open Forum results	Report of conclusion of the II Open Forum (D6.3)	Month 23

Table 4 - Milestones List

PMP @ Mx Revision

In future updates of this document, comments on the level of milestones' implementation will be included.

The Tentative Schedule of Reviews are:

Review Number	Tentative Timing (month)	Planned Venue of Review	Comments
1	13	Telefonica Offices (Madrid)	To be organized during the I Open International Forum
2	25	Brussels or Madrid	To be organized after II Open International Forum(month 25/26)

Table 5 – Tentative Schedule of Reviews

3.5. GANTT OF THE PROJECT

The following figure presents a Gant Chart illustrating an overview of the Project

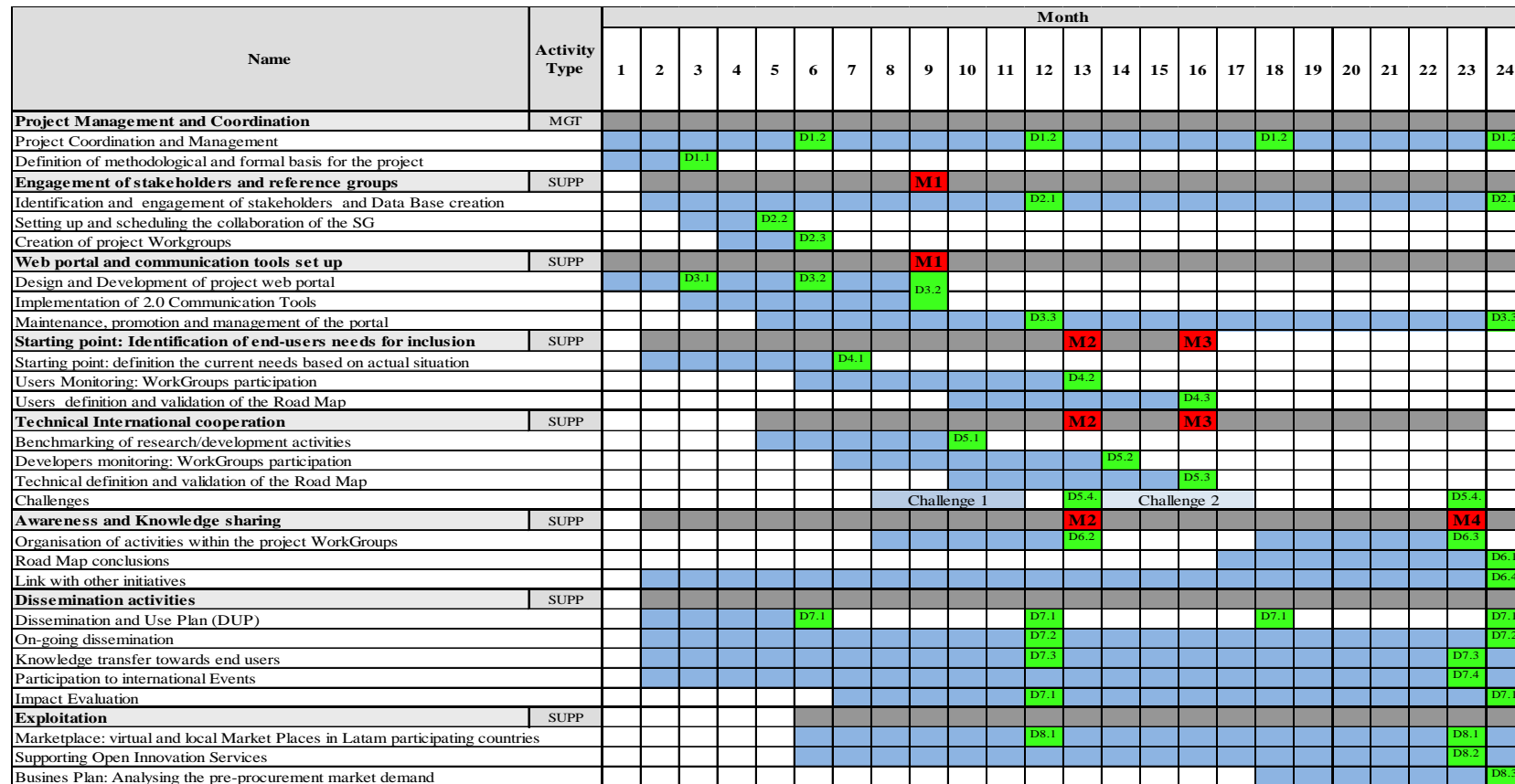


Figure 2: Gantt Chart

PMP @ Mx Revision

Above you can find the original Gantt Charts. In future updates we will indicate the degree of execution as follows:

- a red line at the end of the period covered by the report
- yellow start to point out the tasks already concluded
- an orange small circle to highlight the next task to be concluded in the next weeks.

3.6. EFFORTS FOR THE FULL DURATION OF THE PROJECT

The original effort and budget planned for each partner in the single project tasks, and the effort reported in man/months are indicated in the next two figures. This information (available in the DoW) facilitate the control and plan of the resources needed by each partner to carry out the activities planned in due time.

Partner	Name	Activity Type	#MM									TOTAL
			Teléfonica	INNEN	UPVLC	FUT	ECONET	UFMG	UPCH	INDT		
WP1	Project Management and Coordination	MGT	5.1	0.8	0.3	0.3	2	0.3	0.3	0.3	9.4	
T1.1	Project Coordination and Management		5	0.7	0.2	0.2	1	0.2	0.2	0.2	7.7	
T1.2	Definition of methodological and formal basis for the project		0.1	0.1	0.1	0.1	1	0.1	0.1	0.1	1.7	
WP2	Engagement of stakeholders and reference groups	SUPP	1.5	1.5	2	2	1	4	3	2	17	
T2.1	Identification and engagement of stakeholders and Data Base creation		1	0.5	1	1.5		2	1	1	8	
T2.2	Setting up and scheduling the collaboration of the SG		0.5	0.5	0.5	0.5	1	1	1	0.5	5.5	
T2.3	Creation of project Workspaces			0.5	0.5			1	1	1	3.5	
WP3	Web portal and communication tools set up	SUPP	3.5	7	1.5	0.5	1.5	0.5	0.5	1.5	16.5	
T3.1	Design and Development of project web portal		1	5			1				7	
T3.2	Implementation of 2.0 Communication Tools		2	1	1					1	5	
T3.3	Maintenance, promotion and management of the portal		0.5	1	0.5	0.5	0.5	0.5	0.5	0.5	4.5	
WP4	Starting point: Identification of end-users needs for inclusion	SUPP	1.5	0	0	0	1	6	9	6	23.5	
T4.1	Starting point: definition the current needs based on actual situation						1	2	3	2	8	
T4.2	Users Monitoring: WorkGroups participation		1					3	4	3	11	
T4.3	Users' definition and validation of the Road Map		0.5					1	2	1	4.5	
WP5	Technical International cooperation	SUPP	6.5	0	5	5	0	3	3	4.5	27	
T5.1	Benchmarking of research/development activities		1		2					1.5	4.5	
T5.2	Developers monitoring: WorkGroups participation		3		1.5	1.5		1.5	1.5	1.5	10.5	
T5.3	Technical definition and validation of the Road Map		2		1	0.5		1	1	1	6.5	
T5.4	Challenges		0.5		0.5	3		0.5	0.5	0.5	5.5	
WP6	Awareness and Knowledge sharing	SUPP	2.5	3	5	1.5	3.5	1.5	1.5	1.5	20	
T6.1	Organisation of activities within the project WorkGroups		2	1	3	1	2	1	1	1	12	
T6.2	Road Map conclusions		0.5	0.5	1	0.5	0.5	0.5	0.5	0.5	4.5	
T6.3	Link with other initiatives			1.5	1		1				3.5	
WP7	Dissemination activities	SUPP	5	2.5	1.5	3	4	1.5	1.5	1.5	20.5	
T7.1	Dissemination and Use Plan (DUP)			1							1	
T7.2	Online dissemination		1	0.5	0.5	0.5	3	0.5	0.5	0.5	7	
T7.3	Knowledge transfer towards end users		2	0.5	0.5	1.5	0.5	0.5	0.5	0.5	6.5	
T7.4	Participation to international Events		1	0.5	0.5	1	0.5	0.5	0.5	0.5	5	
T7.5	Impact Evaluation		1								1	
WP8	Exploitation	SUPP	3.5	3.5	2.5	1	8.5	0	0	1	20	
T8.1	Marketplace: virtual and local Market Places in Latin participating countries		3	1	1	1					6	
T8.2	Supporting Open Innovation Services			2	1		6			0.5	9.5	
T8.3	Business Plan: Analysing the pre-procurement market demand		0.5	0.5	0.5		2.5			0.5	4.5	
	Total MGT		5.1	0.8	0.3	0.3	2	0.3	0.3	0.3	9.4	
	Total SUPP		24	17.5	17.5	13	19.5	16.5	18.5	18	144.5	
	Total DEM		0	0	0	0	0	0	0	0	0	
	Total OTH		0	0	0	0	0	0	0	0	0	
	TOTAL		29.1	18.3	17.8	13.3	21.5	16.8	18.8	18.3	153.9	
	%		19%	12%	12%	9%	14%	11%	12%	12%	100%	

Table 6: Person Months allocation in DoW

	Telefónica	INNEN	UPVLC	FUT	ECONET	UFMG	UPCH	INDT	Total
BUDGET SUPP activities									
Personnel	144.000	78.750	78.750	45.500	97.500	57.750	64.750	63.000	630.000
Subcontracting	0	0	0	0	0	0	0	0	0
Other direct costs	Travel	2.500	3.300	3.000	3.300	3.000	2.500	3.300	23.900
	Consumables	1.000	1.000	1.000	1.000	1.000	1.000	1.000	8.000
	Durable Equipment	0	0	0	0	0	0	0	0
	Other costs	3.000	3.000	17.760	3.500	0	21.258	3.500	500
Indirect Costs	30.100	17.210	52.707	18.122	20.300	15.677	14.510	13.500	182.126
Max. Reimbursement of I.C. (7%)	10.535	6.023	7.035	3.731	7.105	5.775	5.078	4.725	50.007
SUPP Costs	180.600	103.260	153.217	71.422	121.800	98.185	87.060	81.000	896.544
EU Grant Required 100%	161.035	92.073	107.545	57.031	108.605	88.283	77.628	72.225	764.425
BUDGET Management activities									
Personnel	30.600	3.600	1.350	1.049	10.000	1.050	1.050	1.050	49.749
Subcontracting	0	0	0	0	0	0	0	0	0
Other direct costs	Travel	0	800	500	1.500	500	1.500	1.500	7.800
	Consumables	0	0	0	0	0	0	0	0
	Durable Equipment	0	0	0	0	0	0	0	0
	Other costs	0	0	0	0	0	0	0	0
Indirect Costs	6.120	880	970	867	2.100	485	510	510	12.442
Max. Reimbursement of I.C. (7%)	2.142	308	129	178	735	178	178	178	4.026
MGT Costs	36.720	5.280	2.820	3.416	12.600	3.035	3.060	3.060	69.991
EU Grant Required 100%	32.742	4.708	1.979	2.727	11.235	2.728	2.728	2.728	61.575
OVERALL BUDGET									
TOTAL PROJECT COST	217.320	108.540	156.037	74.838	134.400	101.220	90.120	84.060	966.535
TOTAL FUNDING REQUIRED	193.777	96.781	109.524	59.758	119.840	91.011	80.356	74.953	826.000
EU grant Distribution	23,5%	11,7%	13,3%	7,2%	14,5%	11,0%	9,7%	9,1%	100,0%

Table 7: Distribution of budget in DoW

Each partner is committed to provide to the Project Coordinator all the necessary information and documentation to prepare the official Periodic reports to be submitted to the European Commission.

Concerning the budget, it is important to underline that, since the beginning of the project, each partner keeps under its own responsibility the administration of the resources planned (in term of efforts/mm and budget) for the development of the own tasks and the achievement of the objectives.

The official declaration of costs and external periodic reports to the EC will be issued at M12 and M24 as stated in the Grant Agreement of the project, so the updated of that information will not be subject of this PMP.

3.7. INDICATORS

OBJECTIVE NUMBER	EXECUTION INDICATORS	OBJECTIVE	DESCRIPTION (if needed)
1	Set up an M-Inclusion Community		
	Number of Stakeholders engaged included in the DB	1000	List of total stakeholder proposed by all the partners
	Number of members in the SG	30	List of 30 stakeholders taking part in the working groups
	Number of Active Visitors for the Web Portal	4000	Visitors that download material, make questions, etc.
2	Realise an exhaustive inventory action		
	Number of on-going project "contacted"	30	30 with at least 15 in LATAM
	Number of best practices identified	20	
	Number of case studies developed	10	
	Number of mobile existing technologies identified	10	
	Number of mobile trending technologies identified:	5	
3	Workgroups establishment & monitoring		
	Number of organisations participating within the Workgroups	30	Members of the working groups
	Number of international workshops on-line	12	
	Number of face to face international workshops within Open International Forums	2	
	Number of Dissemination of the final published version of the Roadmap	2000	With at least 500 public authorities; 1.000 will be the stakeholders and the rest can be assistants to events
4	Support new R&D Ideas		
	Number of entities registered in the portal active in the Open Funding platform intended to build international projects	200	
	Number of organisations that asked for support in dealing with RTD European projects	50	From Europe and Latin America
	Number of international Collaboration projects supported within the project	15	
5	Dissemination of project results		
	Number of national events	7	5 in partners countries and 2 in other LATAM regions/countries)
	Number of audience of national/regional events	200	40 per event x 5 events = 200 attendees # of international
	Number of audience of international events	160	20 per event x 8 events = 160 organizations
	Number of Open International M-Inclusion Forums	2	
	Number of audience of international M-Inclusion events	200	100 x 2 = 200 organizations
6	Generate Market opportunities		
	Number of solutions offered within the Market Place:	30	
	Number of solutions demanded within the Market Place:	20	
	Number of commercial agreements achieved during the project lifecycle	10	

Table 8: Indicators List

PMP at Mx Revision

With every revision that will be done at months 6, 12, 18 and 24 this table will be update with the state of achievement of each indicator

4. QUALITY MANAGEMENT PLAN

This Quality Management Plan (QMP) defines a common set of guidelines and rules to be applied throughout the lifetime of the project with respect to quality aspects, especially regarding the review and approval of documents produced in M-INCLUSION, as well as document management and rules for document naming and referencing.

Each beneficiary shall perform the work in accordance to these quality regulations concerning mainly project and document control and approval.

The quality policy applied to the project is that each participating organisation performs the quality work within the project based on the procedures for document control, project management and communication defined in this section.

In order to ensure an optimum result from the project, document reviews are implemented as part of the quality procedures.

Formal quality of documents, in terms of language, formatting and presentation, will of course represent a major goal of the quality process.

Actions to reach the objective

To ensure that the results are as useful as possible, some basic principles shall be applied:

- A set of quality management actions shall be taken in order to reach the above quality objectives
- Rules for Documentation Production and Management shall be defined in order to ensure homogeneity of the documentation and easy access to the right document
- The work performed shall be efficient (e.g. to avoid wasting effort to produce useless results or duplication) based on an efficient communication
- A Document reviewing and approval process shall be defined to ensure the necessary quality checks before internal use or delivery.

Actions related to these different areas are described in detail in the following paragraphs.

4.1 QUALITY ORGANISATION

The Quality Manager (QM) for the project is Leonor Salas from INNEN. Nevertheless, in the M-INCLUSION project, quality objectives are implemented through the following levels:

- a. Quality Manager at Project level
- b. WP Quality Controller (WP Leader) at WP level
- c. Task Quality Controller (Task Leader) at Task level

Quality Project Manager

As mentioned in paragraph 2, where the management structure was presented, the Quality Manager is responsible for the management of all quality activities related to the project. The QM ensures the compliance with this plan and provides all necessary corrections to reach the quality objectives of the project. The main responsibilities/roles of the QM are the following:

- Define the common processes, procedures and templates applicable to the project
- Support the partners in understanding and applying the processes, procedures and templates
- Participate in Document reviews

Work Package / Tasks Quality Controller

The quality activities associated to the WP and Tasks are responsibility of the WP and Tasks Leaders. The main responsibilities/roles of the WP and Tasks Leaders are the following:

- Check the application of the Quality processes for the specific WP/Task
- Support the partners involved in the specific WP/Task to understand and to apply the quality processes, procedures and templates
- Participate in Document reviews

4.2 QUALITY ACTIVITIES AND TASKS

Each individual partner of the M-INCLUSION project is directly responsible for:

- The quality of work performed for tasks under his/her responsibility
- The review of defined tasks or outputs from other partners
- The identification and implementation of preventive and corrective actions
- The identification of potential failures to meet project requirements
- The identification of improvements.

The final responsibility for the quality of a task belongs to the project partner responsible for the specific activity (WP Leader and Task Leader).

To support the quality process, the following items will be available for M-INCLUSION consortium:

- Templates: to be used for the preparation of deliverables, internal reports, minutes, power point presentations as well as EC reports
- Guides: to support, when necessary, the realisation of any specific activity
- Support of processes: with the objective to reach the results and targets fixed in the DoW in the best way

4.3 PRODUCTION PROCESS

The process through which a document is produced is illustrated graphically in the figure below:

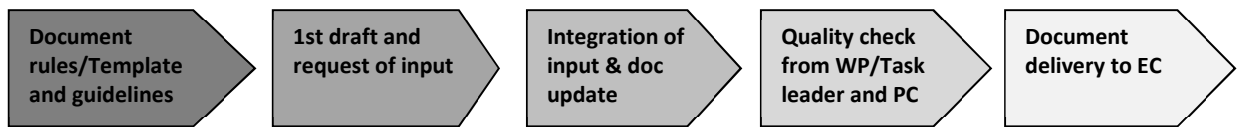


Fig. 3 - Document Production process

The different actors involved in the Production process are:

- Document leader: is the deliverable responsible as indicated in the deliverable list as in the DoW
- Other contributors: are the partners/beneficiaries involved in the activities related to the deliverable
- WP/Task leader
- Project Coordinator (PC)

The document leader is the person in charge of the production of a document. The Production rules and guidelines and the Document rules have to be applied under his/her responsibility.

When the document is ready in 1st draft status, he/she may share it among other partners within the project and has to gather the different parts/inputs received in order to update the document.

The document leader is the person in charge of the update of a document after internal Review. He/She receives the comments from the reviewers. He/She has to give an answer to all the comments and take into account the accepted ones. The Task leader should be in copy of documents, comments and answers.

After the integration and document update, it has to be delivered for Internal Review. Internal Reviews will include Task leader as well all Task participants.

When the document is updated in final status, the document leader delivers it to the WP Leader who will check content and quality before submitting it to the Project Coordinator.

The PC and QM check that rules for the production are correct and the PC delivers the document to the EC.

When a document is delivered for Internal Review, the limit date for reception of comments has to be indicated. If this date has not been indicated, a default period of 10 working days should be considered.

Rules and guidelines for documents

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

- Produce the document in an electronic file with the same name as the File Name (see below);
- Use the English language;

- Use the appropriate template;
- Follow the general guidelines as well as the specific guidelines included in the template, when available.

4.3.1 Deliverables rules

Deliverables structure: the deliverables produced within the project will be structured as follows:

- A front page with general data about the document and the M-INCLUSION logo
- A table of contents
- A list of tables and a list of figures (optional, but placed here if there are any)
- A list of Abbreviations and definitions
- A publishable summary
- An introduction including the scope of the document
- Chapters constituting the body of the document
- Possible Annexes
- All the single pages of the document will include the GA number, the name of the document and the number of pages using the format “Page X of Y”

In **annex II** to this document a template for de M Inclusion Deliverables is provided.

File Name: the Filename shall be the concatenation of the following items separated by hyphens (“_”):

- The Project name (M-INCLUSION)
- The deliverable number (Dx.x)
- The whole name of the document (ex. Project Management Plan)
- The version letter “v” following by the word “draft” or “final” depending of the status of preparation
- The “DRAFT” followed by the revision number (two digits) if the document is in progress

Examples: “M-INCLUSION_D1.1_Project Management Plan_v.draft01”

“M-INCLUSION_D1.1_Project Management Plan_v.final”

The following status are used:

FINAL: The document is ready for delivery to the EC;

DRAFT: The document is in the process of review. A Draft document should not be delivered to the EC.

4.3.2 Publication/Dissemination rules

As specified in the Annex II, General Conditions of the FP7 GA, all publications or any other dissemination relating to foreground shall include the following statement to indicate that said foreground was generated with the assistance of financial support from the Union:

The research leading to these results has received funding from the European Union Seventh Framework Programme (FP7/2007-2013) under grant agreement n° 288594

Any dissemination activity shall be reported in the plan for the use and dissemination of foreground, including sufficient details/references to enable the REA to trace the activity.

All the communication material of the project, should be finally approved by Telefonica, the WP7 Leader, and agreed first by all WP7 tasks leader as well as all partners.

The logo of the project, the acronym, as well and the GA number, will be placed in all the dissemination material, including the M-INCLUSION website.

4.4 COMMUNICATION PROCESS

4.4.1. Format of the documents

The person who distributes a document to partners in the M-INCLUSION project shall send it within the format of the appropriate programme reference tool as specified in the following table:

Function	Formats
Word Processing	MS WORD
Viewgraph or Figure Creation	MS POWERPOINT and/or JPG
Spreadsheet	MS EXCEL
Planning Tool	MS PROJECT and/or PDF IMAGE

The final version of the deliverables must be submitted to the Project Coordinator in Word and pdf formats. The pdf is the electronic format requested by the EC for the submission of all the deliverables/documents elaborated during the project.

5. INTERNAL COMMUNICATION STRATEGY & TOOLS

The aims of the step “Internal Communication” is to keep partners well informed of the project progress in order to avoid having to face problems due to differing levels of expectations.

Properly communicating on a project is a critical success factor for managing the expectations of the project consortium and the European Commission.

Communication within the consortium will be mainly based on the following channels:

- emails via address lists kept regularly updated,
- call conference using Skype or teleconference and
- meetings

The Project Coordinator is responsible for communication between the Project and the EC. Communication of partners with the Project Officer of the European Commission shall go through the Coordinator.

email distribution lists is maintained by the coordinator, and available to all the partners, indicating the contact persons for administrative issues as well as contact persons for the development of the activities. Any change concerning people involved and contacts details shall be opportunely communicated to the Project Coordinator. The updated list of contact is available as Annex 1 of this PMP.

In addition to the communication channels, the consortium prepares every six months progress internal reports to control the project requirements, the project schedule, budget, and resources, and the quality of work realised; in this way, the project coordinator (and all the consortium) has an accurate and up to date view of project progress and of any difficulties that might affect the financial or practical performance of the project.

6. EVENTS METHODOLOGY

The M-Inclusion action will focus on the realisation of events as one of the main tool to facilitate networking and widely dissemination on project results. The following events are planned:

- **Two Open International Forums:**

(1) **I Open International Forum in mobile technologies for social inclusion** (*Madrid, Spain*). This Event will target two Workgroups and the stakeholders, including public and private entities with relevant links to regulatory issues and the market. It is expected to represent the inflection point of the project by bringing together the two Workgroups, end-users and technical, in order adapt the analysis to each other's initial conclusions. Awareness sessions on the services provided within the project such as Marketplace or support to new ideas for RTD project generation will be also scheduled.

(2) **II Open International Forum in mobile technologies for social inclusion** (*Brazil, Sao Paulo, Belo Horizonte or Manaus*). The second forum will be organized at the end of the project. It will aim at making more accessible the overall conclusions and services of the project to a wide range of potential end-users and developers in LATAM.

- **Five National Events** in partner countries (SP, ITA, COL, PE, BRA) plus 2 Events in other LATAM countries (or regions within the participant countries) in order to promote existing and new M-Inclusion solutions amongst organizations representing end-users and other stakeholders in LATAM countries. In order to seek a deeper impact, the possibility of coordinating the time and location of these events with other related events taking place in those countries (talking topics such as RTD for social inclusion or Information Society agenda) will be considered (see, at this respect, soft clustering strategy mentioned at WP6, Task 6.3).
- **Attendance to Eight International Events.** Each partner will participate to at least one international event, such as conferences or seminars related to the project's thematic, in which they will hold special presentations about the M-Inclusion project in order to disseminate project results and objectives among interested parties and target groups (researchers, developers, public and private organisations, potential end-users, etc.). List of events will be defined during the project, taking into account suggestions by partners and the actual events taking place during the project duration (Nov'11-Oct'13).

Taking into account the importance of these events for the project and its success, an specific paragraph has been included in this PMP in order to provide a **guide for project's partners** to organize, plan and evaluate the Project Events (national and international) to be hold in the framework of the M-Inclusion Project.

These events will allow exporting to third countries the M-Inclusion Community concept, its associated services launched through the project execution, and to promote existing and new solutions amongst end-users and other stakeholders.

In order to help Project's Partners, this document includes **standard indications** to take into account when organizing each event, which are:

- **Setting Goals:** set concrete goals for attendance and intended impact. This will give direction to planning and criteria for evaluating the event.
- **Event Management Team:** establish the persons responsible for organizing each event
- **Event Key Aspects:** Once we have the persons in charge of organizing the events, we should define the main features of each event. Why are we doing it? How will be performance? What will be the content? Who is it for? When? Where will be? How much?
- **Event dissemination:** Media to be used for disseminating the event
- **Event Evaluation:** This step is sometimes skipped because of exhaustion, but it is important for the core organizers to sit down and engage in self-criticism: What did we do right? What could we do better? It will allow you to improve the next public events
- **Event Follow up activities** to keep the event impact.

Based on the standard indications included in this document about the event organization, each partner should prepare an **Event Dossier** with the specific information for its event and it should be presented to the partners responsible for preparing the Intermediary and Final Report of National Events, Telefónica, at least 2 months after the event occurs. In Annex 3 is included a template for preparing this Event Dossier.

6.1. SETTING GOALS

The event goals, to get the impact foreseen within the project, should be, as minimum:

EXECUTION INDICATORS	OBJECTIVE	DESCRIPTION (if needed)
Number of national events	7	5 in partners countries and 2 in other LATAM regions/countries)
Number of audience of national/regional events	200	40 per event x 5 events = 200 attendees
Number of audience of international events	160	20 per event x 8 events = 160 organizations
Number of Open International M-Inclusion Forums	2	
Number of audience of international M-Inclusion Forums	200	100 x 2 = 200 organizations

Table 9. Event Goals

6.2. KEY ASPECTS OF THE EVENT

In order to ensure the event success, the following aspects should be defined:

- **Purpose** of the event “**Why** is it necessary?”
- **Kind of event** to do: “**How** should be performed?” face to face, conference call, a congress, a lecture, a presentation, a workshop, videoconference or other possibilities. How long will it last?
- **Event Schedule. What** is going to be the event content? What exactly am I trying to accomplish? What messages do I want to put across?
- **Who** is/are the **audience/beneficiaries** for the event? Who needs to attend? That's to decide who should be invited to the event
- **When.** When will the meeting take place? Define the **date** when the event is going to be held.
- **Place. Where** should the meeting take place?
- Define the necessary **budget** for the organization, “**How much** does it cost?”. It must have a list of all expenses needed: staff, invitations, space rental, catering, beverages, entertainment, transportation, security, utilities, translation, accessories for people with some kind of disability and anything else that will be required to make the event a success. Include a budget for unforeseen costs (10-20% of the budget), budget for the planning and follow up activities and an insurance to cover all kind of risks during the development of the event.

In M-Inclusion, the following aspects should be taken into account for the event’s planning:

WHY	<p>The general objective of the event is to export to third countries/regions the M-Inclusion Community concept, its associated services and to promote existing and new solutions amongst end-users and stakeholders.</p> <p>Specific objectives should be defined by partners for their specific events.</p>
HOW	<p>By default the event will be a “one day conference” however partners can propose another format if they justify it can be more effective to reach the target group. For the Open International Forums specific indications have been included in WP6</p>
WHAT	<p>The event should include, at least:</p> <ul style="list-style-type: none"> • Opening session by someone from the Project Partner who hosts the event • Project presentation by the Project Coordinator, if possible • Testimony of stakeholders involved in the project execution explaining the Project Results and their application to end users • Other issues to be defined for each event
WHO FOR	<p>In general the target groups are:</p> <ul style="list-style-type: none"> • Experts from the Academia (universities, technology centres) working in eInclusion issues. • Developers of mobile solutions & representatives of developers’ communities. • Representatives from international organisations such as PAHO or CEPAL and national or local public administrations dealing with eInclusion issues.

- Associations, NGOs and other entities that represent and/or work with end users and their ecosystem, such as associations of people with disabilities, representatives of social workers (public or non-profit), teachers, health professionals, etc.
- Experts in inclusion from leading ICT companies, such as Microsoft, CISCO, Nokia, Telefónica, etc.

Each partner will have to provide a detailed list with all stakeholders and end users in their area of influence that they want to reach with the event

WHERE	<p>[to be determined by each partner as soon as possible]</p> <p>It is advisable to select a location close to the target audience, well connected (no more than 2 hours in whatever transport) and near of some public transport. Compare one by one the places, taking note about advantages and disadvantages, and select the best one. Visit the location before taking final decision and select an alternative solution just in case something happen with the first option.</p>
WHEN	<p>[some day between the Month 2 and Month 24, to be determined by each partner as soon as possible]</p> <p>At the beginning, some alternative date should be managed which help to negotiate prices of transport, travels, hotels, etc. But the final date should be scheduled as soon as possible, as there will be a lot of people to coordinate travels, book accommodations, coordinate with another events, holidays, etc.</p>

Table 10. Event Key Aspects

6.3. BUDGET FOR THE EVENTS

The available budget for the organisation and participation in events is:

TYPE OF COST	DESCRIPTION	COST OWNER - PARTNER	TOTAL COST (EURO)
Travel	International Events	ECO	500,00
Travel	International Events	FUT	500,00
Travel	International Events	INDT	500,00
Travel	International Events	INE	500,00
Travel	International Events	ITA	500,00
Travel	International Events	TEL	500,00
Travel	International Events	UCH	500,00
Travel	International Events	UMG	500,00

TYPE OF COST	DESCRIPTION	COST OWNER - PARTNER	TOTAL COST (EURO)
Other costs	Organisation of I OiF costs	ITA	17.760,00
Other costs	Organisation of II OiF costs	UMG	17.758,00
Other costs	Organisation of National Events costs	FUT	3.000,00
Other costs	Organisation of National Events costs	INE	3.000,00
Other costs	Organisation of National Events costs	TEL	3.000,00
Other costs	Organisation of National Events costs	UCH	3.000,00
Other costs	Organisation of National Events costs	UMG	3.000,00
Other costs	Third countries national Events	FUT	500,00
Other costs	Third countries national Events	INDT	500,00
Other costs	Third countries national Events	UCH	500,00
Other costs	Third countries national Events	UMG	500,00

Table 11. Budget for events

6.4. EVENT MANAGEMENT

The number of people involved in organizing an event depends upon the size and scale of the event, but as general recommendation, the team, who will have the responsibility to organize the event, must be composed only for the necessary people.

The event management should consider the following roles:

- **Coordination**, which means coordinating with all professionals event and for ensuring that commercial tasks are efficient and effective.
- **Information**, to manage the information acquired through different sources and to be responsible for the documentation of all business operations carried out pre-event, at-event and post-event; Information includes to maintain a database of service providers, delegates, guests, organizers, sponsors, partners, clients, target audience, media people and various official departments;
- **Logistic**, responsible for clearances, warehousing, insurances, and resource management
- **Security**, responsible for formulating, preparing and implementing the security plan to protect all participants
- **Infrastructure**, responsible for setting up and dismantling the infrastructure for the whole event, electricity, water and phone connections, as well as for conservancy (i.e. cleanliness)

In M-Inclusion's events, the following management team will be advisable:

EVENT MANAGER	The manager will be responsible for planning and producing the whole event, taking into account all the aspects related Each partner should appoint a Event Manager who will be in charge of design the event since the beginning
EVENT SECRETARY	The secretary will be an administrative staff which will support to the Event Manager in the organization of the event Each partner should appoint a Event Secretary which will be the person of reference for practical issues

Table 12. Event Management Team

6.5. EVENT ORGANIZATION (Before, during and after)

The organization of the event has to start 6 weeks before the event, as latest.

The following tasks have to be done before, during and after the event. The tasks are included as a check list so each partner could check what have been done:

	Preliminary		24 h to 36 h Before	During event	After event
	1st	2nd			
Appointing Event Manager					
Appointing Event Secretary					
Prepare a time line (with deadlines) for the following activities					
Define specific Objectives					
Define the Kind of event					
Prepare a draft schedule of the activities in the event					
Identify the Speakers for the event					
Indicate the Target Audience					
Set the Date of the event					
Define the Place					
Define the Budget for the event					
Define the dissemination plan					
Contact speakers who will attend to the event					
Confirm the host speaker					
Find a venue or reserve room					
Visit the venue and look around the place including parking, toilets, contact person, arrangements, various entrances and exits					
Decide the decoration of the conference room					
Look for basic services nearby to the venue (place where can take photocopy, make phone calls, buy any things in case of emergency...)					
Arrange accommodation for Speakers					
Arrange transportation for participants, if needed					
Prepare and print all the material (brochure, agenda, etc)					
Prepare an information package for Participants (This kit might include a note paper, pen, brochure and any other information they may need.)					
Make arrangements for food and refreshments					
Rent /organize technology/equipments (microphones, speakers, computers, LCD projectors)					
Take an insurance for the event					
Coordinate the security of the event					

	Preliminary	24 h to 36	During	After
Negotiate pays about hotels, catering, transport, etc.				
Create a mailing list				
Make a Press Release at Regional or Local level				
Send mailings to potential participants				
Visit or make phone calls to special participants (VIPs)				
Advertise the event in website and newsletters				
Prepare an Open Registration , if needed				
Close accounts				
Re-confirm Speakers				
Collect speakers slides				
Prepare speakers' name cards				
Check whether all invitations have been sent and responded to. Create the final list of Participants				
Remind VIPs about the event				
Check all arrangements are ok (transport, accommodation, catering, etc)				
Go to the venue and check whether all things are ready				
Make a checklist of the things to be taken to the venue				
Check whether participants kit is ready				
Check for the electric reading and that all electronic equipment is in working order				
Make sure the organisers are wearing a distinct badge or some other noticeable implement so that participants can find help if needed				
Put the Welcome Banners and other info in front of the venue				
Make a reception and registration counter . Check the participants				
Keep the microphones and speakers ready				
Make sure the host speaker has the schedule and resume of the speakers ready. He/She should be well prepared.				
Make sure that speakers are aware of any time constraints				
Take care of any special requests , especially those of the speakers				
Have a separate person to look after the needs of participants and for PR (Public Relations)				
Take photos of all important things especially banners, entrance, receptions, speakers, etc				
Ensure all resources (food, water etc) are sufficient, otherwise work out your contingency plan				
Say thanks to speakers and participants				
Feedback questionnaire				
Clean up the place, check the electric equipment, remove the banners, etc. Check to make sure nothing valuable has been left behind				
Evaluate the feedback forms (or feedback from your website)				
Have a post-review meeting to perform better next time				
Finalize and settle the accounts				
Have a Thank You for those who helped				
Collect information from the media				
E-mail to participants				
Add participants to Project Social Networks				

Table 13. Event Organisation

6.6. EVENT DISSEMINATION

The event needs to be aggressively marketed to the target audience. It is necessary to convince stakeholders that this event is really important.

The following tools can be used for defining a marketing plan for an event:

- **Print Media** which includes promote through newspapers ads, magazines, trade journals, press releases, tickets, passes, invitations, banners, posters etc.
- **Electronic Media** that is TV, Radio, Internet, Telephone, electronic signage, social media etc.
- **Outdoor Media** Outdoor Media includes hoardings ads, billboards (i.e. a large hoarding) and Balloons etc.
- **Transit Media** includes promotion through cars, cabs, buses, trucks, trains, planes etc.
- **Miscellaneous media** includes everything else like word of mouth publicity, etc.

In M-Inclusion events, each partner should disseminate the event through the following sources, as minimum (this proposal should be completed with the actions proposed in the DUP):

PRINT MATERIAL & MEDIA	Event Invitation
	Event Brochure
	Specialized magazines
	Regional Newspapers
ELECTRONIC MEDIA	Project Website
	Partners Websites
	Main stakeholders Websites
	On line Platforms/Networks working in this field at national or regional level
	Project LinkedIn Group
	Project Twitter
MISCELLANEOUS MEDIA	Radio
	Networks, related to this field, where Partners participate
	Partners contacts

Table 14. Dissemination Sources

6.7. EVENT EVALUATION

The event evaluation is an important step and it has, at least, four objectives:

- Get information about the participants' satisfaction
- Have a measure of the objectives reached
- Make an evaluation about the problems and solutions which have appeared in each phase.
- Learn about events organization based on own experience, make the team more efficient and effective

The Steps to be done in the evaluation of the event are:

- **Step 1:** Get feedback from target audience.

The event evaluation has to be done immediately after the event.

One good way of getting feedback is through a feedback questionnaire (in the annex 4 is included an template of questionnaire)

To be sure that we receive feedback, we should ask participants to fill the feedback form and give it back to the organizer before leaving the event

These tactics are required to get feedback, as people are generally reluctant to give any feedback in writing.

- Step 2: After that, the information from the questionnaires have to be analyzed and make a list of the things that went well and the things that didn't work as expected
- Step 3: Finally a meeting with the team members should be conducted to evaluate the event results. This information will be very useful for next time.

6.8. FOLLOW UP ACTIVITIES

After attending the event, building on connections is recommended. It is important to invest a little time to reinforce the connections made. Some ways to do it are:

- Use the business cards collected to send a brief email to each person, and mention what was talked about in the event and the link to the Presentations used. It makes sure that they will have our email address from now on and It makes easier to contact them for next events.
- Update the contacts on each social media site used within the project (Use the business cards to invite people to join on LinkedIn, write a blog post or use Twitter to summarize the experience of the event etc). These social networking sites are geared for professional connections (rather than personal friends) and most people are open to adding new professional contacts to their network. But customize the invitation for each person to include the event name where you met.
- If someone suggested a way to solve some of the challenges proposed within the event, send him a note to explain how we are going to implement the solution, and offer to share the final outcome. It is important to thank him for sharing a new idea, even if we discover later that his solution strategy won't work.
- If we use the information learnt at the event, even months later, we should share it with our event connections.

7. RISK MANAGEMENT STRATEGY

Risks are conditions or circumstances that could exist outside of the control of the project team that would have an adverse impact on the project. Risk monitoring must be performed continuously.

Risk identification involves determining which risks might affect the project and documenting their characteristics. Risk identification is an iterative process; the WP leaders should be able to identify potential risks during the development of the specific activities, and to communicate alerts to the PM as well as to the other components of the Management Structure, to design a remediation plan and actions to go on better.

Risk management deploys methods for identifying, analysing, prioritising, and tracking risk drivers. The goal of the Risk Management activity is to prepare the Project consortium for managing actual and potential risks that may occur during the project lifetime, in order to increase the likelihood of success.

Risk management consists of three main tasks: identifying potential risks, assessing the likelihood and seriousness of risks, and developing strategies to manage and mitigate risks (Contingency Plan).

7.1. Risk Management and Responsibilities

Risk management is a key part of all complex projects and must be included in all phases of the project.

The risk management is considered such a relevant task within the general project management procedures to be considered separately as a subtask. All activities related with the risk management will be monitored by ECONET with collaboration of each WP leader for specific issues relevant within every specific WP.

The project risk management strategy has to be used by each Work Package-Leader to develop a specific risk management plan for the WPs they are managing. These WP-specific risk management plans has been rolled-up into a single risk management plan for the whole project.

Within this document some potential risks has been analysed and a contingency plan has been defined in order to tackle them. This initial risks considered will be revised and updated together with this PMP and at any time if necessary under request of a partner.

The updated versions of risks and contingency plan will be reported as within the PMP, and will be discussed during monthly project management teleconferences and project management meetings. During this review each risk will be considered to see how it has changed since the last meeting, to monitor the status of risk mitigation measures, and to determine if any actions need to be taken to further reduce the risk.

Finally, new risks will be identified, assessed and strategies for mitigating them will be developed.

7.2. Overview Risk Management and Contingency Plan

The project's relatively straightforward and simple work plan structure is an important factor in reducing the project risks, especially in the area of project management.

However, there are several significant risks faced by the project. The main project risks are likely to be delays in completing specific tasks and cost overruns. Therefore these topics will be closely monitored by the project coordinator.

The risk management plan will provide an early warning system for identifying delays and overruns, as well as describing strategies for getting tasks back on track. This section summarizes those risks and outlines contingency plans for addressing them.

The Risk Management and Contingency Plans are presented in the following table:

Risk	Probability	WP	Risk Mitigation	Contingency plan	Gravity	Milestone ¹
R1. Withdrawal of a partner	Low	WP1	<p>A robust and flexible Consortium Agreement has been designed with a high level of agreement among partners.</p> <p>Despite this, monitoring procedures will be defined within the Project Management Plan (Subtask 1.1.1) to detect when a partner is encountering difficulties to complete its allocated responsibilities and prevent a potential withdrawal from the project.</p>	<p>The consortium agreement comprises organizations with branches in several EU and LATAM countries, thus a transfer of resources to an existing partner would be the first choice for a replacement. If that is not possible, given the overwhelming interest expressed to be part of this consortium, it is expected to be quite easy to find an external replacement organization to take over the work.</p>	Medium	M4
R2. Withdrawal of the partner controlling the Database.	Low	WP2, WP3	<p>The Database will be mirrored in other partners (UPVLC and Telefónica) under Tasks 2.1 and 3.1.</p>	<p>In case of withdrawal of the partner in charge of the Database (INNEN), all responsibilities will be assumed by UPVLC with the subsequent assignment of necessary staff efforts (from the withdrawn partner) and, at the last instance, in case of negative response from UPVLC, Telefónica, as project coordinator will assume the control of the Database.</p>	Low	M1

¹ Reference to the **milestone** where the risk is expected to have been cleared

Risk	Probability	WP	Risk Mitigation	Contingency plan	Gravity	Milestone ¹
R3. Similar platforms appearance on the market	Low	WP3	An initial analysis of current platforms and tools has been made before defining the project but new platforms could appear during the project development. For early detection of this casuistic, the initial analysis described will be updated regularly (in a semester basis) in the frame of Task 3.3.	If similar services appear on the market during the project completion, synergies and links will be sought.	Low	M4
R4. Delay of WP related to M-Inclusion Web Site	Low	WP3	Detailed tasks description, roles assignment and deep analysis on technical requirements have been taken into account for organizing the development of the platform. The main risk for the accomplishment of the established timing for web site development is the delaying in the definition of the functional requirements. Main efforts will be put on the task 3.1, especially in basic access functionalities and the Database set up. Additionally, complementary support from other partners will be requested if it is required.	In the case of a foreseen delay, a basic DB would be realized even without public access (no direct registration functionality), with contacts directly established by the consortium from partners environment and a “project welcome website” with basic requirements can be set up at the very beginning of the project. In this version of the web site, partners’ contact data will be available and focused efforts will be put on attending registration interests received. Specific promotion campaign will be set up when the final version of the database would be available.	Medium	M1

Risk	Probability	WP	Risk Mitigation	Contingency plan	Gravity	Milestone ¹
R5. Partners not complying with planned targets	Medium	WP1	Monitoring procedures will be in place (Task 1.1) to detect under-achieving partner and the project will encourage open and honest reporting of problems, so that solutions can be found as soon as possible.	The WP Leader and the Coordinator, will take actions in this respect, for example shifting some activities/targets from one partner to the other, etc.	Medium	M4
R6. Low visibility of M-Inclusion Community	Medium	WP7	<p>A specific Dissemination and Use Plan will be defined at the very beginning of the project for ensuring wide visibility. Furthermore, periodic revisions of this plan have been planned in order to adapt it to possible incidences or lack of effectiveness.</p> <p>Both DUP and information campaign will mitigate such risk, identifying potential visitors and proposing specific activities for each target group to attract visitors and users. During the planned events the Web Site will be promoted. The partners will make use of their networks (RTD EU projects, associations, NGOs, etc.) to promote Web Site and increase the visibility of the project.</p>	In case of low visibility of M-Inclusion Community, efforts will be devoted to make deep analysis on the origin of such incidence and special measures will be taken for intensifying the promotion activities. At this stage implication of the Stakeholder Group and advice from external experts (from EC for example) may be required.	High	M4

Risk	Probability	WP	Risk Mitigation	Contingency plan	Gravity	Milestone ¹
R7. Withdrawal of a SG member or no sufficient agreements.	Medium	WP2	Strong structures for management of SG have been established in order to ensure the interest of the identified organizations in the scope of the project (Task 2.1 & Task 2.2). Furthermore, the SG-engagement related activities will be reinforced by the wide influence of some partners in LATAM countries.	The first choice will be always replacing the withdrawn of an SG member or intensifying engagement tasks for achieving the number of SG members planned. If that is not possible, the tasks planned for the SG will be revised for better adjustment to the real structure of the SG.	Low	M2
R8. Low registration in the DB or withdrawal of registrations	Medium	WP2	High involvement of all partners in tasks related to stakeholders' engagement and wide diffusion of the project among the already existing data bases of some partners (taking into account all legal restrictions regarding data protection) under Task 2.1.	Specific measures will be considered in the DUP for fostering eventual low registrations in the DB. Furthermore, in case of relevant number of withdrawals from the DB, focused actions will be launched for analyzing its causes (e-mailing, survey, etc.) to be able to correct incidences and avoid disagreements.	Medium	M3

Table 15: Risk Plan

PMP at Mx Revision

With every revision that will be done at months 6, 12, 18 and 24 this table will be update with the state of risks identified and the contingency plans to face them.

8. CONCLUSIONS

The PMP has to be considered as a guiding document to guarantee that the project will adhere to the original workplan.

The Support Action Manager, Econet, is responsible to update the PMP every six months, to control and adjust (if necessary) the management strategies and to verify the application of the quality procedures in each project outcome.

ANNEX 1: List of contacts

ORGANISATION	SURNAME	NAME	ROLE IN THE PROJECT	EMAIL	SKYPE ACCOUNT	PHONE NUMBER
ECONET	Mayte	Carracedo	Project manager back up	mayte.carracedo@econet-consultants.com	ecomct	34639830867
	Magaly	Molina	Assistant	magaly.molina@econet-consultants.com	magalymolinaibanez	(3465) 061-7686
	Javier	Calvet	Project Manager	javier.calvet@econet-consultans.com	jcalvet	(3461) 607-8772
TELEFONICA	Sofía	Fernández de Mesa	Project manager	sofia.fernandezdemesa@telefonica.es		(3461) 648-2297
	María José	Cantarino de Frías	Project manager back up	mariajose.cantarinodefrias@telefonica.es	mjcantarino	(3463) 976-9056
	Jose	Rodriguez Perez	Technical contact	jose.rodriguez.perez@telefonica.es	jose.rodriguez.perez	(3461) 626-8015
	Udo Franz	La Roche	Technical contact	udo.franzlaroche@telefonica.es		(3461) 088-5498
Universidade Federal de Minas Gerais (UFMG)	Cláudio	Souza	Institutional Coordination	csouza@medicina.ufmg.br	csouza1944	+553199517473
	Márcio	Bunte	Project Coordination	mlbc@ufmg.br	mlbcarvalho	+553193112290
	Rubens	Pereira	Scientific/Technical/Technological C	rubens.pereira@ecuidado.com.br	rubens.pereira	+553888373310
UPVLC	JUAN CARLOS	NARANJO MARTÍNEZ	Technical contact	jnaranjo@upvnet.upv.es	jcnaranj	+34 963 87 76 06
	ANA MARÍA	NAVARRO CERDA	Researcher	annacer@upvnet.upv.es	Ana.Navarro.Itaca	+34 963 87 76 06
	VICENTE	TRAVER SALCEDO	Head of UPVLC team	vtraver@itaca.upv.es	vtraver	+34 667 48 61 29
	JOSE ANTONIO	MORGADO MIGUELES	Financial contact	jmorgado@itaca.upv.es	jomormi	+34 963 87 76 06
	JOSE ANTONIO	PÉREZ GARCÍA	Legal contact	euuropeos@ctt.upv.es	-----	+34 96 387 74 09
INNOVATION ENGINEERING SRL	Leonor	SALAS	LEGAL AND MAIN CONTACT	l.salas@innovationengineering.eu leonor.salas-parra@innovationengineering.eu	leonorcarolina	0039 3489348546
	Mirko	CALVARESI	TECHNICAL (WP3)	m.calvaresi@innovationengineering.eu	mccalv	0039 3282930943
	Almerindo	MASSIMO	TECHNICAL (WP3)	a.massimo@innovationengineering.eu	almerindomassimo	
FUTURA NETWORKS COLOMBIA	Fernanda	Arcardini		fernanda.arcardini@furanetworks.com	mfarcardini	34 657 231 263
	Tommaso	Canonici		tommaso.canonici@furanetworks.com	tcanonici	34 629 119 328
	Alejandro	Sagrado		alejandro.sagrado@furanetworks.com	alejandro.sagrado	34 676 644 398
	Carlos	Torres		carlos.torres@furanetworks.com	carlos.andres.torres.varel	571 742 8484
UPCH	Walter	Curioso	Leader	walter.curioso@upch.pe	waltercurioso	+51-999633079
	Eduardo	Alvarado	Coordinator	eduardoalvarado@me.com	kallikreinogen	+51-954448553
	Sarita	Moran	Field Coordinator	saritamz@gmail.com		+51-991423878
IndT	André	Erthal	Institutional Coordination	andre.ertal@indt.org.br		+55 92 2126-1065
	Germano	Freitas	Project Manager	germano.freitas@indt.org.br		+55 92 2126-1040
	Ana	Sena	Project manager back up	ana.sena@indt.org.br	ana.helia.castro.de.sena	+55 92 2126-1011

Annex 2: Deliverables' Template



Project co-funded by the European Commission within the FP7 (2007–2013)
 Grant agreement no. 288594

M-INCLUSION

Mobile Inclusion Platform for Europe and Latin America

Project type: Coordination and Support Action
 Start date of project: 1st November 2011 Duration: 24 months

Dn.n - Please insert the title of the deliverable

WP n° and title	WPn - Please insert the title of the specific workpackage
WP leader	Insert the short name of the WP leader
Responsible Author(s)	Insert the short name of the organisation responsible of the deliverable
Contributor(s)	Insert the short name of the partners contributing to the deliverable
Planned delivery date	Mn (example: month 1 is M1)
Actual delivery date	Mn (example: month 1 is M1)

Dissemination Level	
PU	Public
PP	Restricted to other programme participants (including the Commission Services)
RE	Restricted to a group specified by the consortium (including the Commission Services)
CO	Confidential, only for members of the consortium (including the Commission Services)

TABLE OF CONTENTS

LIST OF ABBREVIATIONS AND DEFINITIONS	51
SHORT SUMMARY	52
1. INTRODUCTION	53
2. TITLE SECTION	54
2.1 Title sub-section	54
2.2 Title sub-section	54
3. CONCLUSIONS	55
4. REFERENCES / BIBLIOGRAPHY	56

LIST OF ABBREVIATIONS AND DEFINITIONS

Please include the list of abbreviations and definitions used in the deliverable

DoW	Description of Work
EC	European Commission
FP7	Seven Framework Programme

SHORT SUMMARY

Please include a publishable short summary (from half page to two pages) of the deliverable even in the case the deliverable is indicated as not Public.

1. INTRODUCTION

Please insert an introduction of the deliverable

2. TITLE SECTION

Insert text

2.1 Title sub-section

Insert text

2.2 Title sub-section

Insert text

3. CONCLUSIONS

Please insert conclusions about the deliverable's results.

4. REFERENCES / BIBLIOGRAPHY

Please indicate list of references and/or bibliography if any. If not, please remove this section of the document.

Annex 3: Events Dossier

EVENT DOSSIER PROJECT PARTNER: [Number&Name]

EVENT GOALS:

N° OF PEOPLE REACHED	
N° OF PEOPLE ATTEND TO THE EVENT	

EVENT MANAGEMENT TEAM

EVENT MANAGER	
EVENT SECRETARY	

EVENT KEY ASPECTS

WHY (Objectives)	
-------------------------	--

HOW (Structure)

WHAT (Content)	
-----------------------	--

WHO FOR (Beneficiaries)

WHERE (Day)	
--------------------	--

WHEN (Place)

HOW MUCH (Budget)	
--------------------------	--

EVENT DISSEMINATION

PRINT MEDIA	
--------------------	--

ELECTRONIC MEDIA

MISCELLANEOUS MEDIA	
----------------------------	--

EVENT ORGANIZATION

	Preliminary		24 h to 36 h Before	During event	After event
	1st	2nd			
Appointing Event Manager					
Appointing Event Secretary					
Prepare a time line (with deadlines) for the following activities					
Define specific Objectives					
Define the Kind of event					
Prepare a draft schedule of the activities in the event					
Identify the Speakers for the event					
Indicate the Target Audience					
Set the Date of the event					
Define the Place					
Define the Budget for the event					
Define the dissemination plan					
Contact speakers who will attend to the event					
Confirm the host speaker					
Find a venue or reserve room					
Visit the venue and look around the place including parking, toilets, contact person, arrangements, various entrances and exits					
Decide the decoration of the conference room					
Look for basic services nearby to the venue (place where can take photocopy, make phone calls, buy any things in case of emergency...)					
Arrange accommodation for Speakers					
Arrange transportation for participants, if needed					
Prepare and print all the material (brochure, agenda, etc)					
Prepare an information package for Participants (This kit might include a note paper, pen, brochure and any other information they may need.)					
Make arrangements for food and refreshments					
Rent /organize technology/equipments (microphones, speakers, computers, LCD projectors)					
Take an insurance for the event					
Coordinate the security of the event					
Negotiate pays about hotels, catering, transport, etc.					
Create a mailing list					
Make a Press Release at Regional or Local level					
Send mailings to potential participants					
Visit or make phone calls to special participants (VIPs)					
Advertise the event in website and newsletters					
Prepare an Open Registration , if needed					
Close accounts					
Re-confirm Speakers					
Collect speakers slides					
Prepare speakers' name cards					
Check whether all invitations have been sent and responded to. Create the final list of Participants					
Remind VIPs about the event					
Check all arrangements are ok (transport, accommodation, catering, etc)					
Go to the venue and check whether all things are ready					
Make a checklist of the things to be taken to the venue					
Check whether participants kit is ready					

	Preliminary		24 h to 36 h Before	During event	After event
	1st	2nd			
Check for the electric reading and that all electronic equipment is in working order					
Make sure the organisers are wearing a distinct badge or some other noticeable implement so that participants can find help if needed					
Put the Welcome Banners and other info in front of the venue					
Make a reception and registration counter . Check the participants					
Keep the microphones and speakers ready					
Make sure the host speaker has the schedule and resume of the speakers ready. He/She should be well prepared.					
Make sure that speakers are aware of any time constraints					
Take care of any special requests , especially those of the speakers					
Have a separate person to look after the needs of participants and for PR (Public Relations)					
Take photos of all important things especially banners, entrance, receptions, speakers, etc					
Ensure all resources (food, water etc) are sufficient, otherwise work out your contingency plan					
Say thanks to speakers and participants					
Feedback questionnaire					
Clean up the place, check the electric equipment, remove the banners, etc. Check to make sure nothing valuable has been left behind					
Evaluate the feedback forms (or feedback from your website)					
Have a post-review meeting to perform better next time					
Finalize and settle the accounts					
Have a Thank You for those who helped					
Collect information from the media					
E-mail to participants					
Add participants to Project Social Networks					

ANNEX 4: Feedback Questionnaire

FEEDBACK QUESTIONNAIRE

DISSEMINATION EVENT (NAME)	
PLACE	
DATE	
ORGANIZING PARTNER	

PLEASE TICK (✓)

Gender	<input type="checkbox"/> Male <input type="checkbox"/> Female
Profile Entity	<input type="checkbox"/> Developers <input type="checkbox"/> Policy-makers <input type="checkbox"/> Researchers <input type="checkbox"/> End-user <input type="checkbox"/> _____,

PLEASE TICK (✓)

ITEMS	TA ² 	A	D	TD 	DK
Organization and Equipment:					
1. The place has been adequate					
2. The dates of implementation have been appropriate					
3. The information about the event (dissemination) has been sufficient					
4. The equipment has been sufficient and quality					
5. Simultaneous translation quality has been adequate (if applicable)					
6. The documentation received has been of interest					
Contents:					
7. The contents have been of interest					
8. The speakers and theirs explanations have been adequate					
9. The issues presented have given me more knowledge					
10. The topics presented were known to me					
Overall evaluation:					
11. The event responses to previous expectations					
12. On the whole, the event was well organised					

² TA: Totally Agree; A: Agree; D: Disagree; TD: Totally Disagree; DK Don't know

13. In general I have found the event **very interesting**

--	--	--	--	--	--	--	--	--	--

Please list some negative and positive aspects of the Workshop.

Positives	Negatives

Please indicate what topics not covered that should be tackled in future Workshops:

Topics not covered