



*Multimodality for people and goods in urban areas*

FP7 . CP 284906

# D1.1 – Instant Mobility Project Quality Plan

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Editor: Thierry Nagellen / Orange

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## Instant Mobility WP1

### Instant Mobility Project Quality Plan

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## **Deliverable Abstract**

This deliverable describes the main management structures and roles and how they will provide and support best practices to manage the Instant Mobility project in the context of the Public Private Partnership Future Internet program, and to reach its own scientific and technical objectives.

This deliverable includes also a quality process to deliver the expected results on time with a high-level of scientific and business content, depending of the associated Work Packages.

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## 1. Introduction

### 1.1 Purpose of this document

The purpose of this document is to implement guidelines for the parties contributing to this project. These guidelines will formalize the processes to control the overall quality of the documents generated in the project.

The outcome of this project (e.g. deliverables) must match the current quality level. This document describes the measures to monitor and control the quality in the works scope of the project.

It will also reduce friction in handling quality relevant activities in the project by clearly defining the underlying processes and roles.

### 1.2 Intended audience

Every contributing party will provide project outcome in some way. This outcome needs to comply with the project's standards and will therefore be covered by Quality Control in the development process and will be examined by Quality Assurance measures.

So the intended audience for this document are the contributing and also the management parties of this project as they are requested to govern the corresponding processes and measures.

### 1.3 Document structure

This document considers two main aspects: Quality Assurance (QA) and Quality Control (QC).

Chapter 2 is explaining the governance with a strong focus on the corresponding responsibilities in the projects to document measures taken regarding QC within the project. This will help to avoid quality issues by designing a stringent and consistent process and auditing chain.

Measures taken in regard of the QA are mainly described in chapter **Erreur ! Source du renvoi introuvable.** This chapter focuses on the processes that examine project outcome (e.g. deliverables) and defines measures such as peer reviews.

Chapter 4 describes how Project Management is checking the involvement of the right resources in the relevant tasks of Instant Mobility Project.

Chapter 5 is dealing with global communication issues and scientific communication and dissemination are detailed in deliverable D7.2 (work package 7: Dissemination).

An overview of the main rules to solve risks issues is introducing in chapter 6.

## 2. Management structures and roles

The overall project management structure will follow the INSTANT MOBILITY Consortium Agreement (CA) that will be signed by the partners.

With respect to the size of the project, a high-level hierarchical management structure with clear responsibilities is defined. It includes:

- A **General Assembly**, as the ultimate decision-making body of the project,
- A **Project Management Committee**, as the supervisory body for the execution of the project, implementing decisions taken by the General Assembly, reporting to and being accountable to the General Assembly,
- A **Coordinator**, responsible for the overall project organisation and monitoring and for the interface with the European Commission (EC).

The project is subdivided into work packages, and a specific work package, WP1, is dedicated to the project management.

The detailed functions and responsibilities are described in the following.

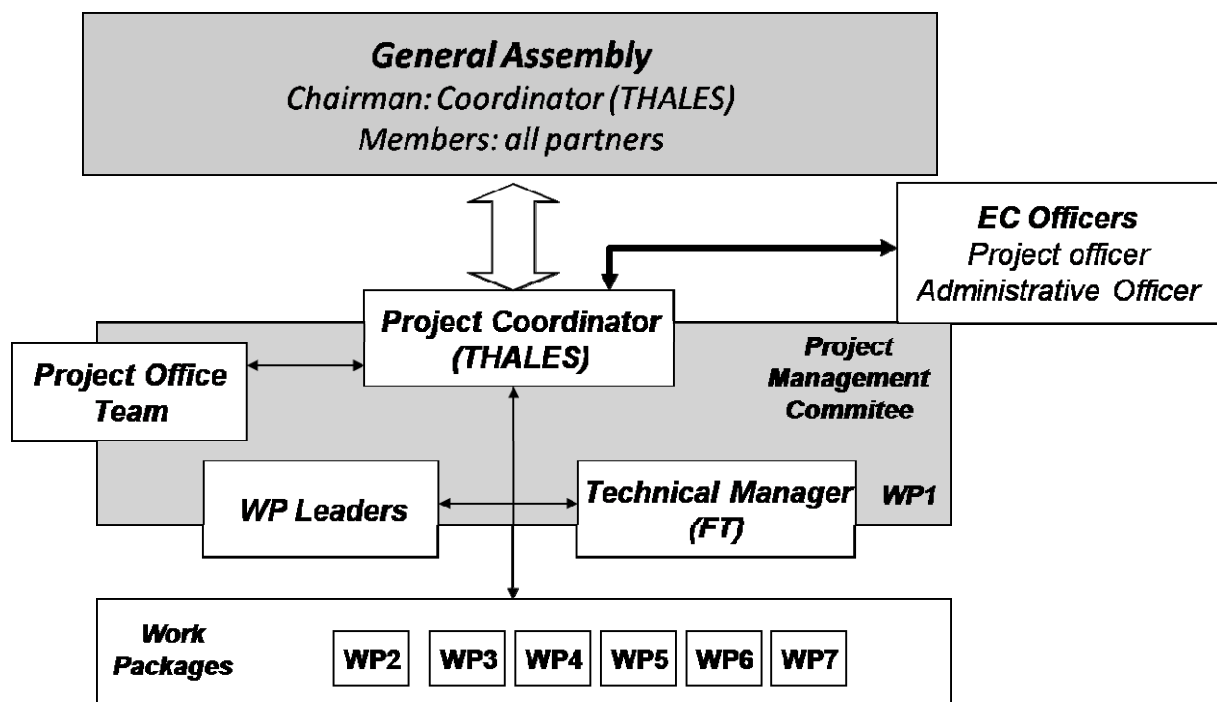


Figure 1 : Overall project organisation

### 2.1 Roles and responsibilities of the different bodies

#### 2.1.1 General Assembly (GA)

The Consortium will establish within thirty days after project start date the **General Assembly**, composed of one duly authorised representative of each partner.

<b>Activities</b>	<ul style="list-style-type: none"> <li>• <b>Consortium budget:</b> Allocation of the grant between the various activities on the one hand, and between the various partners on the other hand. GA will perform an annual validation of the realised expenditures in accordance with the budget.</li> </ul>
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	<ul style="list-style-type: none"> <li>• <b>Approval of changes in the consortium constitution;</b></li> <li>• Responsible for drawing-up possible <b>amendments to the Consortium Agreement</b> during the project execution.</li> </ul>
<b>Composition</b>	<ul style="list-style-type: none"> <li>• <b>Chairman:</b> Coordinator;</li> <li>• <b>Members:</b> All partners of the project will have one representative in the General Assembly.</li> </ul>
<b>Organisation</b>	<ul style="list-style-type: none"> <li>• <b>Meetings:</b> Once a year, or upon written request of any partner in case of emergency, or upon request of Project Management Committee. Any decision requiring a vote at a GA meeting must be identified as such on the pre-meeting agenda, unless there is unanimous agreement to vote on a decision at that meeting and all partners are present or represented;</li> <li>• All partners will have one vote;</li> <li>• The GA will deliberate or take decision <b>only if 2/3 of its members are present or represented;</b></li> <li>• For some specific cases to be defined in CA, a qualified majority of the present or represented members can be sufficient.</li> </ul>

### 2.1.2 Project Management Committee

*The Project Management Committee (PMC) is accountable to the General Assembly for the execution of the project.*

<b>Activities</b>	<ul style="list-style-type: none"> <li>• PMC <b>makes proposals to the GA</b> for the proper coordination of the financial management and other issues of the project;</li> <li>• PMC ensures the <b>scientific expertise of the project</b> and coordinates the technical work of the work packages;</li> <li>• PMC approve the project deliverables and consolidates progress reports to be submitted to the EC;</li> <li>• PMC proposes the budget as well as the allocation of funding between the partners;</li> <li>• PMC proposes changes to the project if necessary;</li> <li>• PMC proposes key performance indicators and evaluation with regard to these criteria;</li> <li>• PMC proposes exclusion of a partner and implements the selection procedure for new partners.</li> </ul>
<b>Composition</b>	<ul style="list-style-type: none"> <li>• <b>Project Coordinator</b>, as head of the PMC, and supported by his staff in the <b>Project Office</b>;</li> <li>• <b>Technical Manager</b>;</li> <li>• <b>Work Package Leaders (WPL)</b>;</li> <li>• Other qualified person may be invited to attend meetings for an advisory role.</li> </ul>
<b>Organisation</b>	<ul style="list-style-type: none"> <li>• <b>Meetings:</b> Four physical meetings per years, complemented by at least 1 audio-conference per month.</li> </ul>

	<ul style="list-style-type: none"> <li>• All partners, part of PMC, have one vote;</li> <li>• The Coordinator proposes the agenda of the meetings, monitors the implementation of decisions by each WP and makes sure actions have been undertaken.</li> </ul>
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## 2.2 Executive level

### 2.2.1 Project coordinator

The **Project Coordinator** is the legal entity acting as the unique intermediary between the partners and the EC. The Coordinator will in addition to its responsibilities as a partner, have to perform the tasks assigned to it as described in the Grant Agreement and the Consortium Agreement. The Coordinator provides all information and submits all documents to the Commission and ensures the liaison between the consortium and the Commission. The Coordinator is also responsible for submitting the financial statements, receives all payments from the Commission and distributes them appropriately among the consortium.

The Project Coordinator for INSTANT MOBILITY is THALES. The **Project Coordinator** person is responsible for the **overall project coordination, including legal, contractual and financial issues**.

The project coordinator will:

- Interface as the main contact point between the Project and the European Commission;
- Produce reporting including the preparation of the bi-annual Reports, final Reports, and the Technical Audit;
- Be responsible for the procedures to be followed in the Project and documented in the Project Quality Plan, and for the Project archive;
- Be responsible for implementing the decisions agreed by the **General Assembly** and **Project management Committee (PMC)**, and for reporting the Project status and achievements to the General Assembly;
- Monitor the overall technical progress and quality of results in cooperation with the **Technical Manager** and the **WP leaders**;
- Maintain the overall project plan;
- Represent the project for external contacts.

The project coordinator will be assisted by the Project Office.



### 2.2.2 Project Office

The **Project Office** will provide all management levels with homogeneous tools and support.

A main objective of the Project Office is to provide a high degree of availability for all partners, and thus to ease the day-to-day management of the project.

<b>Activities</b>	<p>The <b>Project Office</b> represents an operational body for <b>close follow-up and monitoring of the daily tasks</b>, such as:</p> <ul style="list-style-type: none"> <li>• <b>Technical management:</b> Support in consolidating (at the beginning of the project) and maintaining (during the life of the project), the quality plan, the risks management plan and the complete time schedule.</li> <li>• <b>Administrative management:</b> Preparation of the management meetings (General Assembly, PMC); Support during amendments to the EC contract.</li> <li>• <b>Financial management:</b> Keep records of the distribution of funds; Monitor the partners' efforts and expenses; inform the Project Coordinator on any identified deviations according to the financial plan.</li> <li>• <b>Reporting:</b> Due date notifications, collection of work packages contribution, validation and submission of reports.</li> <li>• <b>Stakeholders management:</b> The Project Office provides secretariat to each partner and may help them in their daily tasks (administrative information on EC procedures, financial, guidance change in the status impacting the Consortium Agreement...);</li> <li>• <b>Communication, management of knowledge:</b> Support the Project Coordinator in developing and maintaining the adequate project information management framework, using adequate management tools; develop and maintain the information flow internal and external to the project (contacts lists, mailing lists, authorisations...). Support the coordination of the Project communication with External Partners (EC, other research projects or initiatives)</li> </ul> <p>The Project Office reports directly to the Project Coordinator.</p>
<b>Composition</b>	<p>Project office support staff: THALES.</p> <p>A sub-contract will be placed for the provision of web tools for project-internal / external communication and document management.</p>

### 2.2.3 Technical Manager

The **Technical Manager** (TM) has the overall project responsibility of the quality and consistency of the technical work, and shall take care that the technical goals of the project are met.

The **Technical Manager** will be a France Telecom representative.

The Technical Manager, assisted by the **PMC**, will define common tools & tables that will support the overall INSTANT MOBILITY project management, which will be spread at the WP level and used by the **WP leaders**:

- **GANTT charts** will be used to monitor timing of WP & tasks. This tool will track delays or advances in the R&D work and help ensure that the project objectives are achieved within the project timeframe;

- **Milestones and Deliverables table** will be used to evaluate progress. Deliverables refer to the results/information to be provided within a WP. The PMC will use these deliverables as evaluation criteria for assessing the status of the WP and its level of success (assessment of results quality). This evaluation will be made during the Milestones reviews;
- **Quality Action Plan** and **Project Handbook** aiming at:
  - checking the interaction between the consortium members during the work execution;
  - checking progress of the work, on a regular period;
  - detailing how and when documentation must be exchanged by the partners;
  - and setting out editorial standards for project contents;
- **Risk management:** A **Risk register** will be set up at the beginning of the project and updated during milestones reviews to implement preventive/corrective actions.  
In addition, Technical manager is in charge of:
  - Preparing proposals for the PMC on technical concepts and technical principles;
  - Monitor the overall technical progress and quality of results to support;
  - Prepare technical summaries for the Quarterly Reports and Final Report, and for the Technical Audit.

### 2.2.4 Work Package Leaders

The Project is composed of **Work packages**, divided into **Tasks**, under the respective responsibilities of **Work Package Leaders (WPL)**, and **Tasks Leaders (TL)**.

**WPL** is responsible for planning, coordinating and monitoring the work in the associated work package. The WPL runs also the **risk management** activities at the WP level. The responsibilities of a WPL are to:

- **Propose a detailed work plan for the WP**, maintain the plan, and communicate it within the WP and to the PMC;
- **Co-ordinate and monitor the technical work** of the WP, and ensure that it is always aligned with the overall Project Plan;
- **Plan and schedule the Deliverables**, and run the WP internal review process for them. WPL approves also the WP internal documents;
- Carry out the **WP level reporting** and provide the WP contribution to the Reports and the Technical Audit;
- **Organise the WP level meetings, with a minimum of 4 times a year**, and ensure that information is exchanged within the WP and with other WP.

### 3. Deliverables management

#### 3.1 Language

The official document and emails language will be English (UK).

In case of official deliverables, one participant having English as mother tongue should peer-review the deliverable.

#### 3.2 Deliverables authoring and reviewing process

Report deliverables describe the research and development activities that have taken place during the project lifecycle. As such, the project report deliverables reflect the project results and achievements and together with the dissemination activities are the public window to the project achievements. Thus, special quality assurance procedure should be applied in order to provide report deliverables of good quality.

The process of authoring, reviewing and approving deliverables is described in the following sub-sections.

#### 3.3 Report deliverable authoring

Based on the Description of Work, each deliverable is assigned to a project beneficiary. This beneficiary partner assigns a **Document Editor**, who will be responsible for editing the deliverable. In most cases the document editor will be the Task leader, who has the general view of the activities related to the task. Exceptionally, the document editor may be the work package leader, in case the deliverable spawns to more than one Task.

- At least 2 months before the deliverable deadline (40 working days) or based on the deliverable specificities, the Document Editor should create and circulate a document Table of Contents (ToC).
- Within 1 week from the ToC circulation, all participants in the deliverable and the project technical coordinator should read and send comments.
- In the next 5 working days, and based on the comments, an updated TOC is created by the Document Editor. Moreover, based on the document content and partners responsibilities, the Document Editor assigns chapters to **Chapter Editors**.
- In the next 5 working days, the Chapter Editors may decline their responsibility. If not, they accept their role and may assign **Section Editors** to experts from different organizations. In case they decline, a virtual meeting is organized between the beneficiaries in order to solve the Chapter responsibility roles.
- Then several iterations are organized by the **Document Editor**. During every iteration cycle, the Section and the Chapter Editors provide input/comments to the Document Editor, who circulates a consolidated report.

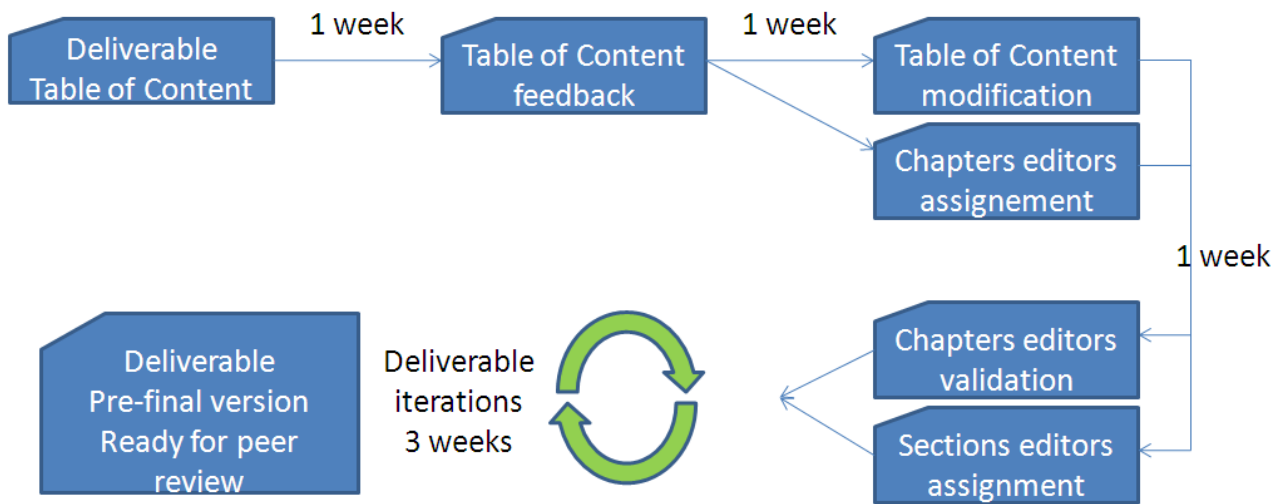


Figure 2 : Instant Mobility deliverable timeline

The results will be a document with status “pre-final”. The pre-final status has all sections completed and is ready to start the reviewing and approval cycle.

### 3.4 Report deliverable reviewing and approval

After the pre-final version has been produced, the reviewing & approval iteration cycle starts.

- The same working day (10 days before the deadline), the project technical coordinator assigns two **Document Reviewers** (preferably not involve in the relevant WP) to review the deliverable.
- In the next 5 days, the reviewers check the completeness and scientific part of the deliverable and report back to the consortium. In case, the result is not the expected one, a phone conference is organized and a new fast iteration cycle is initiated.
- In the next 2 days, the reviewers check the grammatical and syntactical part of the deliverable. In parallel, the technical coordinator is reviewing the deliverable and provides approval, turning the deliverable to status “Final”.
- Reviewers inform by email the Project Coordinator and the Deliverable Editor that revised versions of the deliverable are uploaded on the internal website.
- Finally, the last 3 days the Project Coordinator reviews the deliverable with the collaboration of work package leader, and turning it to Final Frozen (“FF”). He also converts it to PDF and submits it to the Project Officer.

Steps	When <sup>1</sup>	Who	What
1	40	Document Editor	Table of Contents (ToC).
2	35	All	Send Comments on ToC
3	30	Document Editor	Final ToC + Chapter Editors Responsibilities
4	25	Chapter Editors	Assign Section Editors (if needed) and go to Step 6, or Decline the responsibilities
5	24	All	PMC to arrange new Chapter Editors
6		Chapter/Section Editors	Iteration cycles
7	10	All	Pre-final version Two Document Reviewers are assigned
8	5	Reviewers	Approve completeness and scientific part of the deliverable
9	3	Reviewers	Approve the syntactical and grammatical part
10	3	Technical Coordinator	Approves and turns document to Final
11	1	Project Coordinator	Approves and turns document to Final Frozen

### 3.5 Documents naming

Proper documents naming is required to keep track of the project technical and administrative resources.

**IM DX.Y - <Name>-va.b.c**

- D** for Deliverable
- X** Number of the editor work package
- Y** Number of the deliverable as describe in the Description of Work
- Name** explicit title of the deliverable as referenced in the Description of Work
- v** to define versions numbers
  - a** change only by the Editor,  
**0** for working versions and for pre-final version,  
**1, 2, 3** for Final Frozen version
  - b** change by the editor for major working versions
  - c** change by Section Editors for minor working versions

Examples:

Initial working version	IM D1.1 - Project Quality Plan v0.0.0
With changes by different section editors	IM D1.1 - Project Quality Plan v0.0.n (n > 0)
Major new working version	IM D1.1 - Project Quality Plan v0.1.0
Final version	IM D1.1- Project Quality Plan v1.0
Final version with minor corrections	IM D1.1- Project Quality Plan v1.n (n > 0)

After the internal review and last comments integration, the final document name is: DX.Y-Name Va.b.

### 3.6 Documents software tools

For documents processing, the following tools will be the defaults:

- Document Processing: Microsoft Word 2003
- Spreadsheet Processing: Microsoft Excel 2003

<sup>1</sup> Identified as working days before the report deadline

- Presentations Processing: Microsoft PowerPoint 2003
- Compression Tool: WinZip 8.0
- Portable Document Format: Adobe Acrobat 8.0

In case a partner aims to use a different software tool, he has to assure that the outcome is compatible with the above tools.

### 3.7 Progress and results monitoring

Since the beginning of the project, a detailed Gantt chart has been defined. A high level of the project Gantt chart is shown in **Figure 3**. On a day-by day basis, both the Project Coordinator and the Technical Coordinator are checking progress against the Gantt chart.

At least once per month, a PMC takes place. All topics are discussed and any administrative or technical issue is resolved or actions are scheduled. In case a deviation is identified either by the Project Coordinator, the Technical Coordinator or any work package leader, an extraordinary PMC is organized.

An additional, longer term progress monitoring tool is the Activities and Resource Reporting, which takes place every 4 months. In that report each partner describes in details the activities that has performed during this period and the resources that have been consumed.

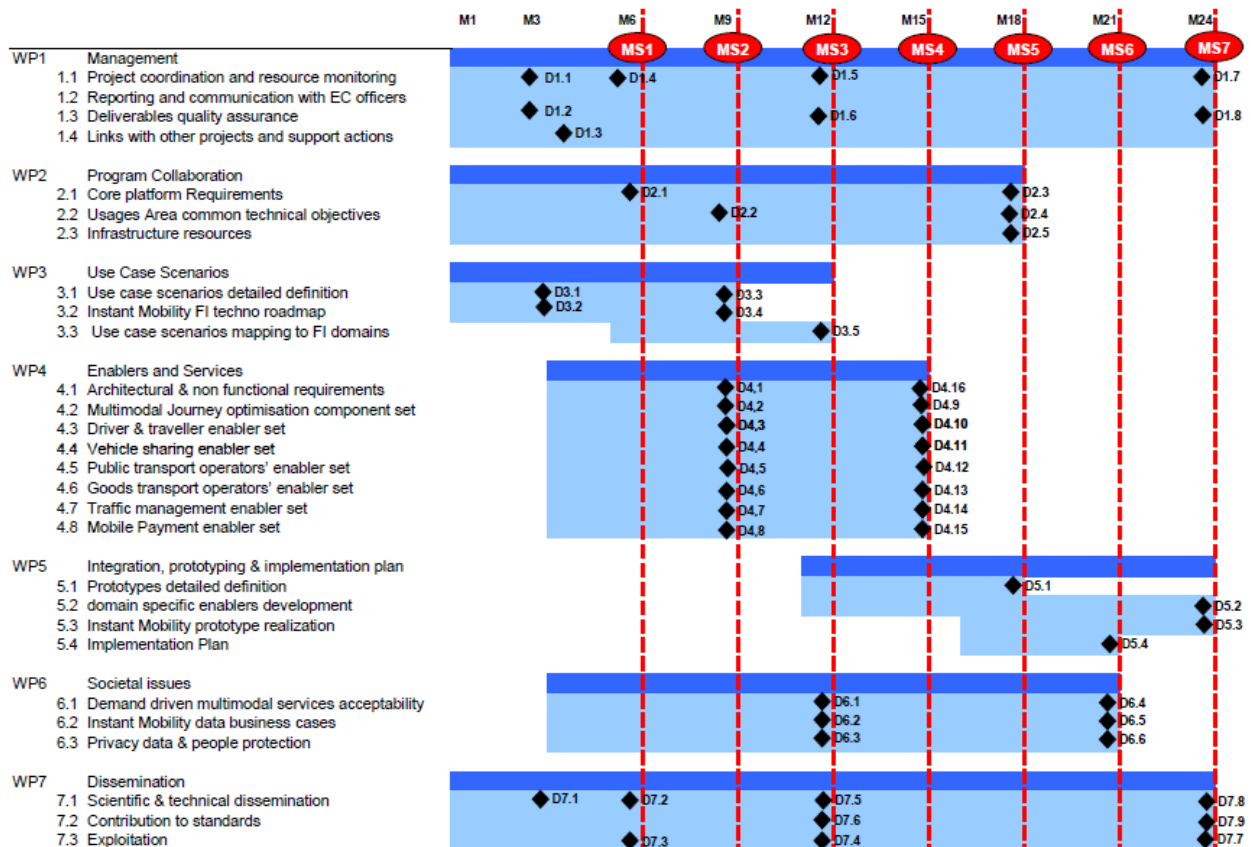


Figure 3 : Instant Mobility GANTT chart

## 4. Resources Management

For appropriate resource management, resources will be monitored every three months, during quarterly reports. The reports will be internal, but will give a good approximation of the overall resource spending. Once per year, a signed full cost statement will be delivered to the co-ordinator.

### 4.1 Bi-annual resources report

The bi-annual resource reports should be sent to the co-ordinator 10 working days after the end of the reporting period. The co-ordinator will provide appropriate template. However, the resources report will include at least the following issues:

- Major Achievements per partner
- Planned Resources per activity per work package
- Actual Resources per activity per work package
- Cumulative Resources per activity per work package
- Project Meetings/Teleconferences attended
- Conferences/Standardization Meetings Attended

### 4.2 Management report

The Management Report is managed by the Project Coordinator. All financial statements should be sent to the Project Coordinator 10 working days after the end of the reporting period. The Project Coordinator will provide appropriate template according to the EC guidelines. The Management Reports will include at least the following issues:

- Major Achievements per partner
- Major Difficulties
- Planned Resources per activity per work package
- Actual Resources per activity per work package
- Cumulative Resources per activity per work package
- Project Meetings/Teleconferences attended
- Conferences/Standardization Meetings Attended
- Consumables
- Hardware/Software expenses
- Audit Reports

The work package leaders should compile the Achievements and Difficulties and provide to the PC a section explaining the technical progress in the work package of his/her responsibility.

The Project Coordinator shall submit a Management report to the Commission for each reporting period **within 60 days** after the end of each respective period<sup>2</sup>. Three period reports are foreseen:

- P1: from month 1 to month 6
- P2: from month 7 to month 12
- Final: from month 13 to month 24

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<sup>2</sup> [ftp://ftp.cordis.europa.eu/pub/fp7/docs/project\\_reporting\\_en.pdf](ftp://ftp.cordis.europa.eu/pub/fp7/docs/project_reporting_en.pdf)

## 5. Communication means

### 5.1 Internal Communication

#### 5.1.1 Mailing-lists

Mailing lists are provided for each work package to support technical discussions and are administrated by the work package leader.

Such mailing list are of the form: [wpXX@instant-mobility.com](mailto:wpXX@instant-mobility.com) where XX is the work package number.

A general mailing list gathers all members of the project consortium. It is used information and topics of interest to the whole consortium.

[main@instant-mobility.org](mailto:main@instant-mobility.org)

An administrative mailing list regroups legal and administrative contacts of each project partner. It is used for discussion regarding legal issues, financial reporting, etc.

[administrative@instant-mobility.org](mailto:administrative@instant-mobility.org)

#### 5.1.2 Working website

A collaboration website is provided based on ProjectPlace (<http://www.projectplace.com>) a collaborative environment that each partner can easily use through Internet connections. Each work package leader is responsible for providing an adequate structure to store working documents and deliverables.

#### 5.1.3 Project meetings

- Meeting invitations

Project meetings should be convened when deemed necessary. It is recommended to plan meetings well in advance for allowing both a reduction of the travel costs and a synchronisation with other events. In order to decide a suitable date for all participants, you can use the vote tool at [www.doodle.com](http://www.doodle.com). A meeting/event calendar functionality is available through the ProjectPlace web platform

Each meeting shall be invited by a draft agenda according to the template foreseen. The draft agenda shall be issued to the participants not later than one week before the meeting. The draft agenda may be stored on the ProjectPlace web platform. In order to limit the budget related to the meetings it is also recommended to:

- Agree for meeting hosts and dates at least 20 days before the meetings to reduce the travel costs, draft invitation shall also be sent to the partners prior to these 20 days,
- Define appropriate size, i.e. number of work-packages collocated, to get the possibility to organise the meetings in partners' premises, in general it is better to avoid meetings in hotels or other places that generate additional meeting fee.
- Audio conferences

Audio conferences are an efficient substitute for physical meetings, if there is a clear agenda and a limited number of participants. The date and time shall be notified 5 days before the actual meeting to the participants. Audio conference organisers shall provide a conference bridge number to the participants.

- Web conferences

CONCORD is supposed to provide a web conferencing tool.



- Meeting minutes

For all meetings (physical or conference call), minutes should be captured using the appropriate template. The meeting organiser is responsible for providing the minutes (or delegating a person to take minutes). Draft minutes should be distributed not later than one week after the meeting to the mailing list of the respective body for review. Comments to the draft minutes should be given within one week after distribution to the minute-taker. The draft minutes are considered approved if no objections are received by then. The approved minutes shall be stored on the ProjectPlace web platform and information will be distributed to the respective bodies.

## **5.2 External Communication**

### **5.2.1 Instant Mobility Public Website**

Instant Mobility results and vision will be promoted and disseminated by means of the website ([www.instant-mobility.eu](http://www.instant-mobility.eu)), which will be linked to relevant portals. The Web site will provide general information about the project, the partners, news & events, publications, an overview of the deliverables and also links to relevant activities carried out in other projects.

As for all project deliverables, the project identity should be preserved also in case of Web documents. Also, the project name/acronym and the confidentiality classification should be clearly indicated. The Web pages should always contain project contact information such as to the Project Coordinator.

### **5.2.2 Publications and presentations**

If a partner proposes to participate to an external event to present the Instant Mobility vision or its results, the PMC shall be informed. Presentations shall be circulated sufficiently in advance (see publication rules below) for the leader of the WP that produced the result and the PMC to make comments, or raise and clarify any concerns they might have. All publications request must go through task 7.1 leader at first (Ertico). The PC has produced a leaflet (available on the ProjectPlace web platform) and can produce a set of slides for general presentation on request. After the PMC approves this general presentation set, it will be made available for all partners.

Here are the following publications and presentations that could be distributed if necessary during any event:

- Papers for journals and international conferences
- Communications in workshops or events
- Leaflet and brochure
- Contributions to standardisation and regulation

### **5.2.3 Publications and presentations**

A copy of any proposed publication in connection with or relating to the Project shall be sent to the Dissemination Manager (Work Package 7 Leader) at the earliest time possible. Any of the parties may object to the publication within 30 days after receipt of a copy of the proposed publication. In the absence of any objection within the above mentioned period, it is deemed that the Parties agree to the proposed publication. Following the end of the above mentioned period, the Project Coordinator shall inform the parties whether or not any objection has been received.

In the event that an objection is raised on any of the above defined grounds within the above period of 30 days, the Party proposing the publication and the Party objecting shall seek in good faith to agree a solution on a timely basis whereby such objection is resolved. Once the publication is agreed, the authors shall send a copy of the publication to the coordinator, when the publication is sent to the event organisation (or reviewing) committee.

Any publication must include the following acknowledgement: ***“This paper presents results of work performed within the Instant Mobility project. This project is part of the FI-PPP initiative, partly funded by the European Commission”.***

## 6. Risk Management

Each work package Leader is responsible for identifying potential problems related to his/her work package. He/she will draw the attention of the PMC on any risk that could create a problem as early as possible. The Technical Manager will then be responsible for preparing a risk management report related to technical issues. It will be sent to the WPLs for decision-making. This report will summarise the following information:

- Identification of the potential problem.
- Identification of the impact on the project (delays, cost ...).
- Proposal of a contingency plan.
- Identification of factors that will trigger the implementation of the contingency plan.

Within two weeks, WPLs will have to approve or propose other alternative to this contingency plan. A phone conference could be held if necessary. Contingency plan will then be implemented. Project work plan will have to be updated accordingly.