Deliverable 1.1

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Nature	Report
Dissemination	Public
Author	Bettina Heidkamp-Tchegloff (RBB), Doreen Ritter (RBB)
Contributor	Ralf Neudel (IRT)
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Actual Delivery Date	28.10.11

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1. Executive Summary

The first version of these Project Management Guidelines was introduced at the HBB-NEXT Kick-off Meeting. The document is to provide an instrument for all project partners: It defines and details project management procedures, decision making procedures and all further issues we deem central to performing each partner's obligations in order to finally successfully reach the HBB-NEXT project objectives.

Chapter 3 introduces in detail the project management structure of HBB-NEXT, outlining the roles of all the actors of the project and focusing especially on the Project Management Committee (PCC), its members, its decision making process and its obligations. This chapter also clarifies the obligations of Consortium Leader, Scientific Manager, Work Package- and Task Leaders.

Chapter 4 provides an overview of the meeting procedures of HBB-NEXT.

Chapter 5 deals with monitoring and reporting. It explains the exact aims and procedures of project documentation and reporting. A list of reports with deadlines for partner input and explanations of templates and procedures is expected to grant a smooth process of submission. Also, a timesheet template provided by RBB and the respective rules and regulations from the EC are detailed. Furthermore, the Project Final Report and the Project Periodic Reports including the Financial Statement procedures are explained for the partners.

Chapter 6 covers all issues around Deliverable creation and submission apart from naming and versioning which is dealt with extra in chapter 10. An extra list of deliverables has been created and inserted for better overview. Likewise, a list of appointed internal reviewers per Deliverable was already created at the HBB-NEXT Kick-off Meeting. It is a living document and currently covers the first nine months of the project. Deadlines and reviewing procedures were discussed among the partners at the Kick-off meeting and are clear and transparent now.

Chapter 7 details communication and cooperation procedures and is also a central part of this document. Among its tools and suggestions is a section on the HBB-NEXT Action Item List which was introduced at the Kick-off Meeting and which currently already carries 75 action items. This list is to be checked and updated continuously by each partner.

The list includes details on the timely deadline for each task, the status of performance as well as time, date, priority and comments.

The shorter remaining chapters 8 to 10 deal with all further document-relating issues, including the important point “confidentiality”. Chapter 11 summarises the definitions of the Description of Work (Annex I - Grant Agreement) in a concise table in order to help in “speaking the same language” inside the project and acting on clear terms.

2. Introduction

The main purpose of project management is to ensure reaching the project objectives by realising optimal coordination procedures and, in consequence, optimal cooperation among all project members. In this sense, the purpose of this document is to define a certain set of rules and guidelines for all members of the HBB-NEXT consortium. It is to serve as an instrument in everyday project work. The idea is to have a document which is lean enough to serve as an easy-to-use guide and complex enough to address the complexity of the work and the project objectives.

An early version of D1.1 was presented during the WP1 session at the HBB-NEXT Kick-off meeting. Direct feedback of partners during the meeting was fed into this final version. The overall intention is that the technical work of the project runs smoothly if the procedures of cooperation and documentation are clear and transparent for everybody. Therefore the document is also to prevent unnecessary misunderstandings regarding the procedures and to avoid unnecessary project management effort. All important issues in everyday operation of the project are meant to be covered. This refers to more practical things like document numbering and versioning but also to decision making procedures and naming responsible persons per task and work package.

In origin, some of the passages are taken directly from the Description of Work (Annex I - Grant Agreement) of HBB-NEXT but were defined in more detail and complemented by additional information in this document. These are combined with prominent passages from the Consortium Agreement for comprehensiveness and quick information. Other sections are completely new in order to practically define everyday working procedures in the project which could not be covered in the Description of Work.

3. Consortium Management Structure

Project Operation will be carried out by using the following groups and roles:

- Consortium Leader (CL)
- Scientific Manager (SM)
- Project Coordination Committee (PCC)
- Work Package Leaders (WPL)
- Task Leaders (TL)

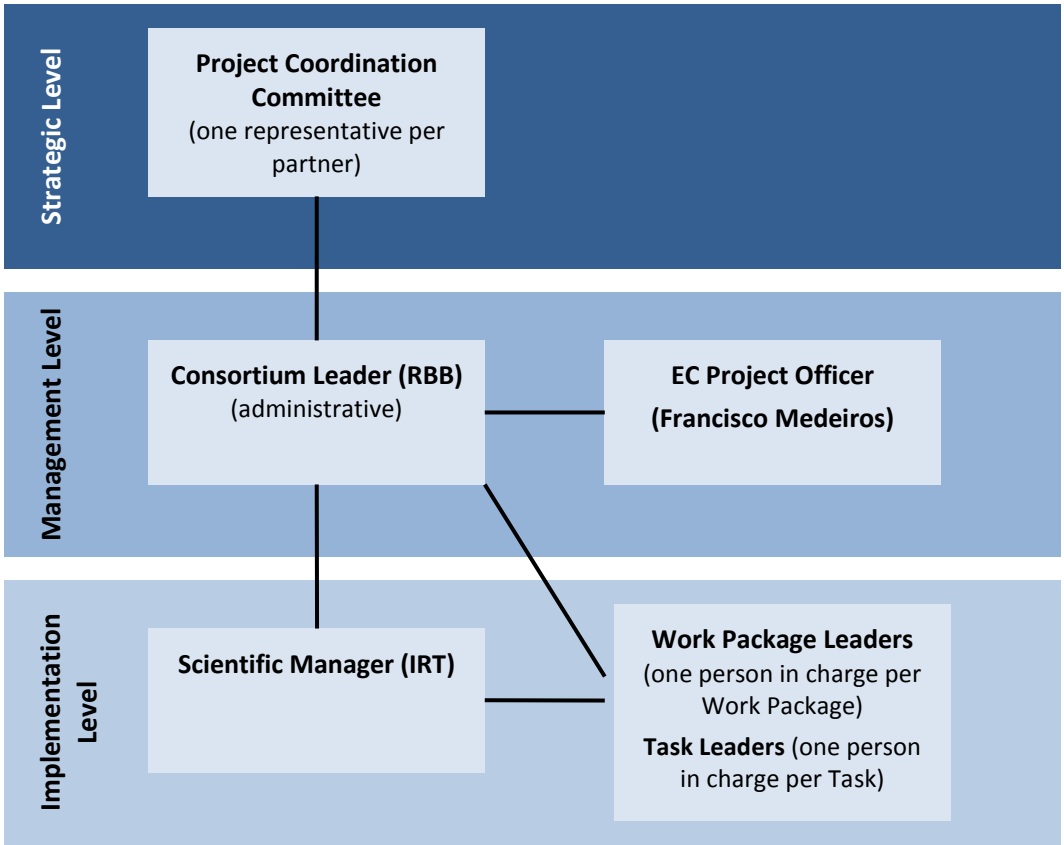

Figure1: Project Management Structure

3.1. Consortium Leader

The Consortium leader's duties are listed in Annex 2 to the Grant Agreement, General Conditions. In more detail they are described in the Description of Work of the EC-Grant Agreement and the Consortium Agreement. Summed up, the Consortium Leader will act as the focal point for all activities in the project and as the interface between the project and the European Commission (Project Officer). The Consortium Leader will lead the project, keep in regular contact with the partners to ensure that the project direction is maintained and also interface with the Commission for all matters associated with the project. On a practical level the Consortium leaders' tasks are to:

- Act as interface to the European Commission (Project Officer)
- Monitor that the project maintains its technical objectives and ensure its relevance within the programme
- Monitor compliance of the beneficiaries with their contractual obligations
- Schedule Plenary Meetings with a representative of each beneficiary and the Project Coordination Committee and preparing an agenda for these
- Prepare appropriate Minutes of project Meetings as defined in the Consortium Agreement
- Coordinate the preparation and distribution of all technical Deliverables with the Scientific Manager and the Work Package Leaders
- Monitor the overall work progress and adherence to deadlines
- Submit Project Deliverables to the Commission
- Maintain accurate records of costs, resources and time scales
- Coordinate the preparation of all reports scheduled for WP1 and ensure their timely delivery to the Commission
- Coordinate the organisation of Project Reviews

Roles and Names Consortium Leader:

Contact Person for..	**Name**	**E-mail address**
Administrative issues	Bettina Heidkamp-Tchegloff	bettina.heidkamp@rbb-online.de
Financial issues	Doreen Ritter	doreen.ritter@rbb-online.de
Scientific issues	Sven Glaser	sven.glaser@rbb-online.de

3.2. Scientific Manager

The mandate of the Scientific Manager is to ensure accomplishment of the technical objectives of the project by supervising and monitoring the project's technical part and to promote, in association with the Consortium Leader, the project's visibility in international fora including standardization bodies.

Specific tasks are:

- To coordinate the overall technical activities of the project and to convene and lead technical meetings, including dedicated WP meetings concerned with the solution of technical issues inside the project.
- To report to the Project Coordination Committee on the technical progress of the project and to coordinate the production of technical Deliverables.

WP6 is the center Work Package for ensuring the project's technical success by bringing together the technical developments of work packages 3, 4 and 5 in the framework of the HBB-NEXT system architecture. This involves screening, controlling and finally streamlining the development output of the work packages concerning the different components of the HBB-NEXT system and thus ensuring their successful integration into the HBB-NEXT proof-of-concept prototype, for which the Scientific Manager will also be responsible.

The Scientific Manager will manage this activity in close cooperation with the Work Package Leaders of work packages 3, 4 and 5. Dedicated meetings will be held, normally aligned with the technical Work Package meetings. The HBB-NEXT work plan contains four internal synchronisation points, in addition to the project's Deliverables, to align the joint project's technical activities. It is foreseen to organise face-to-face (integration meetings) for all internal synchronisation points in parallel to the plenary meeting.

In close communication with the Consortium Leader, the Scientific Manager may propose to dismiss Work Package Leaders in case of major deviations from the agreed work plan, provided an alternative person can be suggested and approved by a two-third majority of Partners. The Scientific Manager can be dismissed by the Project Coordination Committee, provided an alternative person is confirmed by a two-third majority of Partners.

The Scientific Manager of HBB-NEXT is Michael Probst (IRT).

3.3. Project Coordination Committee

The project is managed and administered at its topmost non-technical level by the Project Coordination Committee (PCC). The PCC is the formal decision-making body of the project. It consists of one representative from each beneficiary. The representatives were appointed at the HBB-NEXT Kick-off Meeting and are listed in table 1. A delegate may appoint a deputy. The appointment of a deputy has to be done in written form (e-mail is sufficient). Participation of the appointed members or their delegates in the Plenary and WP Meetings is mandatory.

The chairperson of the PCC is the Consortium Leader. Each partner's representative in the PCC is authorised to make binding decisions in PCC matters on behalf of the respective partner organisation. The PCC shall meet as required, between four to six times per year. Normally, PCC meetings will be called in association with Technical (Work Package) or with Plenary Meetings. Meetings of the Project Coordination Committee may also be held by teleconference or other telecommunication means

Members of the PCC:

Partner number	Partner	Representatives
1	RBB	Bettina Heidkamp-Tchegloff
2	IRT	Michael Probst
3	NEC	Daniele Abbadessa
4	TNO	Bas Gerrits
5	ST	Eugen Mikoczy
6	STUBA	Pavol Podhradský
7	K.U.Leuven	David Geerts
8	THM	Rudolf Jäger
9	TARA	Rudolf Leberfinger

Table 1: Members of PCC

3.3.1. Decision-making Process

There are decisions of an administrative nature which have to be taken by the PCC. These are defined in detail in the HBB-NEXT Consortium Agreement (6.3.6 Decisions of the PCC). The Project Coordination Committee shall not deliberate and decide validly unless two-thirds (2/3) of its Members are present or represented (quorum). Each Member shall have one vote. Defaulting Parties may not vote. Decisions shall be taken by a majority of two-thirds (2/3) of the votes. Decisions will only be binding once the relevant part of the minutes has been accepted according to Article 6.3.5 of this Consortium Agreement.

Any decision may also be taken without a meeting if the Coordinator circulates to all Members a written document which is then signed by the defined majority of Members (see Article 6.3.3 of the HBB-NEXT Consortium Agreement).

On a technical level, decisions within the project are generally made by common agreement of all the parties involved. Technical decisions which are not easily resolved within a Work Package by consensus, will then be delegated to qualified technical experts for resolution within the work packages. Failing this, resolution is attempted during Work Package Leader meetings, or next by the PCC. If still no resolution is possible, Partner Representatives in the PCC will resolve the problem. Failing this, and if no other possibilities exist to resolve the problem, a Red Flag procedure can be used by the PCC to notify the Commission.

3.3.2. Agenda and Minutes

The Coordinator shall give notice in writing (e-mail is sufficient) of a meeting to each Member as soon as possible and no later than 14 calendar days preceding an ordinary meeting and 7 calendar days preceding an extraordinary meeting. The Coordinator shall send each Member a written agenda (e-mail is sufficient) no later than 14 calendar days preceding the meeting, or 7 calendar days before an extraordinary meeting. Any agenda item requiring a decision by the Members must be identified as such on the agenda. Any Member may add an item to the original agenda by written notification (e-mail is sufficient) to all the other Members no later than 7 calendar days preceding the meeting, given the meeting is not extraordinary.

The Coordinator shall produce written minutes of each meeting which shall be the formal record of all decisions taken. The coordinator shall send draft minutes to all Members within 10 calendar days of the meeting. The minutes shall be considered as accepted if, within 15 calendar days from sending, no Member has objected in writing to the Coordinator with respect to the accuracy of the draft of the minutes.

The Coordinator shall send the accepted minutes to all the Members of the Project Coordination Committee, who shall safeguard them. If requested the Coordinator shall provide authenticated duplicates to Parties.

3.4. WP and Task Leaders

For each Work Package, a Work Package Leader has been nominated in person at the Kick-off Meeting to coordinate all activities by Work Package members. The Work Package Leaders will meet approximately three times per year with the project's Scientific Manager and arrange regular meetings to ensure that timing and objectives are maintained and to flag any discrepancy immediately to the Consortium Leader via the Scientific Manager. They will initiate corrective action for project deviations, ensure that the objectives and results of activities within the Work Package are achieved and that Deliverables are available according to plan.

The Work Package Leaders will attend all relevant meetings, and, in exceptional circumstances, send a deputy. They will coordinate activities and arrange regular technical meetings as required for their respective Work Package.

Each Work Package Leader is responsible for:

- The performance and progress of the Work Package with regard to the project plan
- The horizontal information flow to other Work Package leaders
- A short progress report of about half a page (bullets are sufficient) on a monthly basis to the Project Coordination Committee. The deadline for this report is always seven calendar days after the month in question. The reports will also serve as input for the Quarterly Management Reports.

Within each WP, work is broken down into tasks. For each task a Task Leader was appointed in person at the Kick-off Meeting. In a similar way, Task Leaders are responsible for activities to be conducted in their respective task.

Task Leaders regularly report to the corresponding WP Leader. Any issues endangering the success of the Work Package or the project have to be reported immediately to the Consortium Leader (RBB) and discussed by telephone, email and if necessary in a telephone conference with the members of the Project Coordination Committee.

Table 2 provides the list of WP Leaders, Task Leaders and an indicative overview of persons to be mainly involved in the HBB-NEXT Tasks.

	Work Packages and Tasks	Responsible Partner	Responsible Person	Persons involved in respective Task			
				RBB	IRT	NEC	TNO
WP1	**Project Management**	**RBB**	**Bettina Heidkamp**				
T1.1	Project Management	RBB	Bettina Heidkamp	Bettina Heidkamp			
T1.2	Financial Management	RBB	Doreen Ritter	Bettina Heidkamp, Doreen Ritter			
WP2	**Usage Scenarios, System Requirements and User Validation**	**RBB**	**Sven Glaser**				
T2.1	Usage Scenarios	RBB	Sven Glaser	Bettina Heidkamp, Sven Glaser, Jennifer Müller	Janina Renz	Sachin Agarwal Felix Gomez Marmol Daniele Abbadessa	Bas Gerrits
T2.2	Requirements (System, Services, Users)	K.U.Leuven	Jeroen Vanattenhoven	Bettina Heidkamp, Sven Glaser, Jennifer Müller	Janina Renz	Sachin Agarwal Felix Gomez Marmol	Bas Gerrits
T2.3	User-Oriented Validation and Evaluation	K.U.Leuven	Jeroen Vanattenhoven	Bettina Heidkamp, Sven Glaser, Jennifer Müller			
T2.4	Business Models	NEC	Daniele Abbadessa	Bettina Heidkamp, Sven Glaser, Jennifer Müller	Ralf Neudel, Mark Gülbahar, Michael Probst	Daniele Abbadessa	Bas Gerrits
WP3	**Identity, Security and Trust**	**NEC**	**Daniele Abbadessa**				
T3.1	Analysis of Technologies for Identity, Security and Trust	NEC	Felix Gomez-Marmol		Michael Probst, Mark Gülbahar	Felix Gomez Marmol	
T3.2	User Identification, User Profile and Application Reputation…	STUBA	Gregor Rozinaj		Michael Probst, Mark Gülbahar	Felix Gomez Marmol	
WP4	**Next Generation Multi-Synch and Application Performance**	**THM**	**Christopher Köhnen**				
T4.1	Analysis of Cloud-Based Services and Service/Content …	TNO	Ray van Brandenburg	Sven Glaser, Jennifer Müller	Michael Probst	Sachin Agarwal	Ray van Brandenburg
T4.2	Multi-Device, Multi-Domain Synchronisation of A/V Content...	THM	Christopher Köhnen	Sven Glaser, Jennifer Müller	Michael Probst		Ray van Brandenburg
T4.3	Cloud Service Offloading	NEC	Sachin Agarwal		Michael Probst	Sachin Agarwal	
WP5	**Multi-User and Context-Aware Personalisation**	**TNO**	**Oskar van Deventer**				
T5.1	Analysis of Multi-user, Multimodal & Context-Aware…	TNO	Joost de Wit		Mark Gülbahar		Oskar van Deventer
T5.2	Multimodal Interface for User/Group-Aware Personalisation…	STUBA	Gregor Rozinaj		Mark Gülbahar		
T5.3	Context-Aware and Multi-User Content Recommendation	TNO	Joost de Wit		Mark Gülbahar		Joost de Wit
WP6	**System Architecture, Applications and Monitoring**	**IRT**	**Michael Probst**				
T6.1	System Architecture and Monitoring	ST	Eugen Mikoczy	Bettina Heidkamp, Sven Glaser, Jennifer Müller	Michael Probst, Janina Renz	Sachin Agarwal Felix Gomez Marmol	Bas Gerrits
T6.2	Implementation of Mock-Ups and Early Application Design	K.U.Leuven	Jeroen Vanattenhoven	Bettina Heidkamp, Sven Glaser, Jennifer Müller			
T6.3	HBB-NEXT Applications and Integrated Proof-of-Concept Prototype	TARA	Rudolf Leberfinger	Bettina Heidkamp, Sven Glaser, Jennifer Müller	Michael Probst, Janina Renz	Sachin Agarwal Felix Gomez Marmol	Bas Gerrits
WP7	**Dissemination and Knowledge management**	**STUBA**	**Pavol Podhradsky**				
T7.1	Dissemination	RBB	Bettina Heidkamp	Bettina Heidkamp	Michael Probst, Ralf Neudel	Sachin Agarwal Felix Gomez Marmol Daniele Abbadessa	Oskar van Deventer
T7.2	Standardisation and IPR Protection	IRT	Michael Probst	Bettina Heidkamp	Michael Probst	Sachin Agarwal Felix Gomez Marmol Daniele Abbadessa	Oskar van Deventer

	Work Packages and Tasks	Responsible Partner	Responsible Person	Persons involved in respective Task				
				ST	STUBA	KULeuven	THM	TARA
WP1	**Project Management**	**RBB**	**Bettina Heidkamp**					
T1.1	Project Management	RBB	Bettina Heidkamp					
T1.2	Financial Management	RBB	Doreen Ritter					
WP2	**Usage Scenarios, System Requirements and User Validation**	**RBB**	**Sven Glaser**					
T2.1	Usage Scenarios	RBB	Sven Glaser	Tomas Sustr, Eugen Mikoczy		Jeroen Vanattenhoven	Christopher Köhnen Christian Überall	Rudolf Leberfinger
T2.2	Requirements (System, Services, Users)	K.U.Leuven	Jeroen Vanattenhoven	Tomas Sustr, Eugen Mikoczy	Ivan Kotuliak	Jeroen Vanattenhoven	Christopher Köhnen Christian Überall	Rudolf Leberfinger
T2.3	User-Oriented Validation and Evaluation	K.U.Leuven	Jeroen Vanattenhoven			Jeroen Vanattenhoven		
T2.4	Business Models	NEC	Daniele Abbadessa					
WP3	**Identity, Security and Trust**	**NEC**	**Daniele Abbadessa**					
T3.1	Analysis of Technologies for Identity, Security and Trust	NEC	Felix Gomez-Marmol	Juraj Matejka, Sebastian Schumann	Gregor Rozinaj	Jeroen Vanattenhoven		
T3.2	User Identification, User Profile and Application Reputation…	STUBA	Gregor Rozinaj	Juraj Matejka, Sebastian Schumann	Gregor Rozinaj			
WP4	**Next Generation Multi-Synch and Application Performance**	**THM**	**Christopher Köhnen**					
T4.1	Analysis of Cloud-Based Services and Service/Content …	TNO	Ray van Brandenburg				Rudolf Jäger, Christopher Köhnen, Nils Hellhund, Christian Köbel	
T4.2	Multi-Device, Multi-Domain Synchronisation of A/V Content...	THM	Christopher Köhnen				Rudolf Jäger, Christopher Köhnen, Christian Köbel, Nils Hellhund	
T4.3	Cloud Service Offloading	NEC	Sachin Agarwal					
WP5	**Multi-User and Context-Aware Personalisation**	**TNO**	**Oskar van Deventer**					
T5.1	Analysis of Multi-user, Multimodal & Context-Aware…	TNO	Joost de Wit	Sebastian Schumann, Radovan Kadlic, Eugen Mikoczy	Gregor Rozinaj	Jeroen Vanattenhoven	Rudolf Jäger, Christian Überall	
T5.2	Multimodal Interface for User/Group-Aware Personalisation…	STUBA	Gregor Rozinaj	Sebastian Schumann, Radovan Kadlic, Eugen Mikoczy	Gregor Rozinaj	Jeroen Vanattenhoven	Rudolf Jäger, Christian Überall, Christian Köbel	
T5.3	Context-Aware and Multi-User Content Recommendation	TNO	Joost de Wit					
WP6	**System Architecture, Applications and Monitoring**	**IRT**	**Michael Probst**					
T6.1	System Architecture and Monitoring	ST	Eugen Mikoczy	Eugen Mikoczy, Radovan Kadlic, Tomas Sustr, Sebastian Schumann	Ivan Kotuliak			Rudolf Leberfinger
T6.2	Implementation of Mock-Ups and Early Application Design	K.U.Leuven	Jeroen Vanattenhoven	Eugen Mikoczy, Radovan Kadlic, Tomas Sustr, Sebastian Schumann		Jeroen Vanattenhoven	Rudolf Jäger, Christopher Köhnen, Christian Überall	
T6.3	HBB-NEXT Applications and Integrated Proof-of-Concept Prototype	TARA	Rudolf Leberfinger	Eugen Mikoczy, Radovan Kadlic, Tomas Sustr, Sebastian Schumann	Ivan Kotuliak	Jeroen Vanattenhoven	Rudolf Jäger, Christopher Köhnen, Christian Köbel, Nils Hellhund	Rudolf Leberfinger, Georg Kamjunke
WP7	**Dissemination and Knowledge management**	**STUBA**	**Pavol Podhradsky**					
T7.1	Dissemination	RBB	Bettina Heidkamp	Eugen Mikoczy, Sebastian Schumann	Pavol Podhradsky	David Geerts, Jeroen Vanattenhoven	Christian Köbel	Rudolf Leberfinger
T7.2	Standardisation and IPR Protection	IRT	Michael Probst	Eugen Mikoczy, Sebastian Schumann	Pavol Podhradsky		Christian Köbel	Rudolf Leberfinger

Table 2: WP / Task Leaders, responsible Persons and involvement of persons per task

4. Project Meetings

4.1. Plenary Meetings and WP Meetings

Plenary meetings involving the complete Project Coordination Committee (PCC) and Work Package meetings will be organised on average three times per year. They will be chaired by the Consortium Leader and the Scientific Manager and each partner must be represented. All decisions concerning project structure, goals, performance, schedule and intellectual property rights and knowledge have to be ratified by the PCC. Technical problems will be discussed in each Work Package. The Work Package manager will lead discussions and make decisions while ensuring that the work plan is fulfilled. The Work Package Leader must report technical problems and solutions that have or may have influences on other work packages. If a problem cannot be solved within a Work Package, the Project Coordination Committee is responsible for taking a decision.

4.2. Technical Meetings

Technical meetings can be set-up on request of Task Leaders or by the Work Package Leader, addressing particular technical topics and/or problems. These meetings will be managed by the Work Package Leader or the respective Task Leader. Reports of such meetings will be made available to the complete consortium and sent to the Consortium Leader (RBB) by the manager of the meeting. A report of the meeting will be provided at the next Plenary meeting. These meetings do not need to be face-to-face meetings, they can be held via conference calls or e-mail exchange.

4.3. Internal Integration Meetings

The project will hold four face-to-face integration meetings in time for all internal synchronisation points (M6, M12, M18, M24) with at least one representative of each beneficiary and the Project Coordination Committee. These meetings will be scheduled to coincide with the respective plenary meetings.

5. Monitoring, Reporting

5.1. Overview: WP1 Reports

The Consortium leader is responsible for preparing the following reports listed below and for sending them to the EC.

Month	Date	Report	draft version send around by the CL	Delivery date for input by partners	Delivery date
3	31.12.2011	1st Quarterly Management Report	02.01.2012	15.01.2012	**30.01.2012**
6	31.03.2012	2nd Quarterly Management Report	02.04.2012	15.04.2012	**30.04.2012**
9	30.06.2012	3rd Quarterly Management Report	02.07.2012	15.07.2012	**30.07.2012**
12	30.09.2012	Periodic Progress Report	08.10.2012	09.11.2012	**29.11.2012**
12	30.09.2012	4th Quarterly Management Report	01.10.2012	15.10.2012	**30.10.2012**
15	31.12.2012	5th Quarterly Management Report	02.01.2013	15.01.2013	**30.01.2013**
18	31.03.2013	6th Quarterly Management Report	01.04.2013	15.04.2013	**30.04.2013**
21	30.06.2013	7th Quarterly Management Report	03.06.2013	15.06.2013	**30.06.2013**
24	30.09.2013	Periodic Progress Report	07.10.2013	09.11.2013	**29.11.2013**
24	30.09.2013	8th Quarterly Management Report	01.10.2013	15.10.2013	**30.10.2013**
27	31.12.2013	9th Quarterly Management Report	02.01.2014	15.01.2014	**30.01.2014**
30	31.03.2014	10th Quarterly Management Report	01.04.2014	15.04.2014	**30.04.2014**
30	31.03.2014	Periodic Progress Report	07.04.2014	09.05.2014	**30.05.2014**
30	31.03.2014	Project Final Report	07.04.2014	09.05.2014	**30.05.2014**

Table 3: Timeline of WP1 reports

5.2. Tools for Monitoring and Reporting

The partners are to contribute to these reports regularly. The Consortium Leader will use planning and reporting tools to collect the necessary information from the partners, these will be based on Microsoft office programmes (Excel, Word, Power Point), as these are widely used by most organisations. Already, at the Kick-off Meeting the partners received the following tools. They will be put onto the HBB-NEXT document repository (FTP Server):

- An Excel table (HBB-NEXT_WP1_RBB_planned personnel effort_v0.xls) in which the planned average PMs are distributed according to partner and task. This will provide guidance for planning PM efforts per month and enable a balancing between spent and planned effort.

- A suggestion for an HBB-NEXT Timesheet (HBB-NEXT_WP1_RBB_Timesheet.xls) that is used as a tool for documenting the performed work efforts of each person working in the project. The Timesheet was devised according to the rules of FP7. The use of this specific template is not obligatory; partners may also use their own timesheet templates. However, partners are obliged to internally document their work efforts in a time sheet on a daily, weekly or monthly basis. The time-records have to be authorised (signed) by the project manager or other superior. The Financial Guidelines of the EC (Guide to Financial issues Version 28/02/2011, Articel II.15) state the minimum requirements:
    - full name of beneficiary as indicated in the ECGA;
    - full name and signature of the employee directly contributing to RTD project;
    - title of RTD project as indicated in the ECGA;
    - project account number must be indicated;
    - periodicity of filling in (for instance on daily, weekly, monthly basis) according to the beneficiary's normal practice;
    - amount of hours claimed on the RTD project. All hours claimed must be able to be
    - verified in a reliable manner;
    - full name and a signature of a supervisor (person in charge of the project).
    - the timesheets must be reconcilable with the absences for holidays, illness, travels or others.

5.3. Quarterly Management Reports

In addition to the compulsory reports defined in article 4 of the Annex II to the Grant Agreement, the Coordinator will submit to the Commission services supplementary management reports every three months (QMR, Quarterly Management Report). These QMRs shall describe, for each corresponding quarter, the technical progress and achievements of the project:

- Work started, completed, delayed. Issues / deviations from project plan
- Status of Deliverables and Milestones
- Dissemination (e.g. Publications)
- Meetings attended
- Resources

Partners are responsible for contributing to the completion of these reports.

RBB has prepared a template for the Quarterly Management Report consisting of an Excel table to collect the used resources (PM effort and other categories like e.g. Travel and Subsistence) and a Word document describing the project status. Partners will not use the empty template for their input which will also not be put onto the FTP server. Instead, for each QMR period RBB will send a draft version of the respective report to all partners directly after the end of the quarter period. Partners will have time to compile their input until 15th of the following month. RBB will then compile the final version of each report with this input. The exact report dates are listed above in Table 3 and it is recommended that each partner has a fixed schedule for these repeating procedures.

5.4. Periodic Project Reports

A periodic report has to be submitted within 60 days of the end of each reporting period (M12, M24, and last Month – as defined in Article 4 of the Grant Agreement). The periodic report includes:

a) An overview, including a publishable summary of the progress of work towards the objectives of the project, including achievements and attainment of any milestones and Deliverables identified in Annex I. This report should include the differences between work expected to be carried out in accordance with Annex I and that actually carried out,

b) An explanation of the use of the resources, and

c) A Financial Statement (Form C – Annex VI to the Grant Agreement) from each beneficiary together with a summary financial report consolidating the claimed Community contribution of all the beneficiaries in an aggregate form, based on the information provided in Form C by each beneficiary. Financial statements should be accompanied by certificates, when this is appropriate (see Article II.4.4 of the Grant Agreement) [1]

The Consortium Leader will send a draft version one week after the end of each reporting period where responsibilities and required input from the partners are marked. The deadline for partners to deliver input to the Consortium Leader is three weeks before the delivery date. The Consortium Leader collects all input; enters it in NEF and the EC template, respectively. Afterwards, the Consortium Leader will send a first version. The feedback period for project partners is four working days. Feedback is sent directly to the Consortium Leader. He will collect the input and send a final version. After confirmation of the partners the Consortium Leader is requested to upload the Periodic Project Report in NEF. Again, the exact deadlines and points of time can be found above in Table 3.

Each partner is expected to enter his/her own Form C information into NEF (see table 3 above) within 40 days after the end of each reporting period and as needed to upload a Certificate of Financial Statement (CFS). The submission of the periodic reports as defined above is a necessary condition for the payment request to be processed.

FOOTNOTE: A short manual on how to enter Form C and upload the CFS is available under:

DG INFSO Framework Programme Documentation for Participants

http://212.68.215.215/display/iKnowextern/DG+INFSO+Framework+Programme+Documentation+for+Participants

5.5. Project Final Report

In addition to the periodic report for the last period of the project, a final report has to be submitted within 60 days after the end of the project.

This final report shall include:

a) A final publishable summary report which includes: an executive summary, a summary description of project context and objectives, a description of the main S&T results, the potential impact (including the socio-economic impact of the project) and the main dissemination activities and exploitation of results/foregrounds,

b) A plan for the use and dissemination of foreground, to spread awareness,

c) A report covering the wider societal implications of the project, in the form of a questionnaire, including gender equality actions, ethical issues, efforts to involve other actors.[1]

The Consortium Leader will send a draft version one week after the end of the last reporting period where responsibilities and required input from the partners are marked. The deadline for partners to deliver input to the Consortium Leader is three weeks before the delivery date. The Consortium Leader collects all input and enters it in NEF and the EC template, respectively. Afterwards, the Consortium Leader will send a first version. The feedback period for project partners is four working days. Feedback is sent directly to the Consortium Leader. He will collect the input and send a final version. After confirmation of the partners the Consortium Leader is requested to upload the Project Final Report in NEF.

6. Deliverables

6.1. Internal Review Mechanism for Deliverables

Each deliverable is assigned to one leading responsible partner named in the Description of Work (DoW). This partner is responsible for the timing and quality of the deliverable. Therefore the partner responsible for the deliverable ensures that the content is coherent with the general objectives within this task and that the overall goals of the project are met. Each deliverable will be assigned to one internal reviewer who checks the overall quality of the respective deliverable and gives recommendations on improvements if necessary.

The assignment of Deliverables to internal reviewers will be done at plenary project meetings and the list will be kept up-to-date in a dedicated list in the internal HBB-NEXT document repository on the FTP Server.

Deliverables have to be submitted in standard form and layout (templates are available at the document store on the FTP server).

The writing and reviewing procedure will be as follows:

- A first draft containing the structure of the Deliverable shall be distributed to the partners six weeks in advance to the official delivery date. Sections where input from one or more specific partners is expected shall be marked in this draft. These partners should confirm by mail that they are available to provide the requested contributions on time.
- Partners provide their input to the responsible partner cc WP Leader, Coordinator and Scientific Manager.
- The responsible partner compiles the Deliverable using this input.
- Two weeks prior to the delivery date, the responsible partner distributes the Deliverable to the internal reviewer and all other partners.
- The feedback period for project partners is five working days, for the reviewer 7 working days. Feedback is sent directly to the responsible partner (cc the Deliverable reviewer, the Consortium Leader, the Scientific Manager and the WP leader. The responsible partner takes into consideration all feedback and compiles a final version.

- The Consortium Leader performs a final check and submits the deliverable to the EU Project Officer.

6.2. List of Deliverables

Deliverable Number	Deliverable Titel	WP Number	Lead beneficiary	Estimated indicative PMs	Nature	Dissemination leven	Delivery Date	
							Project Month	Date MM/YY
D1.1	Project Management Guidelines	1	RBB	2,00	R	PU	1	10/11
D2.1	Usage Scenarios and Use Cases	2	RBB	12,00	R	PU	3	12/11
D2.2	System, Service, and User Requirements	2	K.U.LEUVEN	13,00	R	PU	6	03/12
D2.3.1	1st Report on User Validation Results	2	K.U.LEUVEN	7,00	R	PU	11	08/12
D2.3.2	2nd Report on User Validation Results	2	K.U.LEUVEN	6,00	R	PU	18	03/13
D2.3.3	3rd Report on User Validation Results	2	K.U.LEUVEN	6,00	R	PU	30	03/14
D2.4	Description of the Selected Business Model	2	NEC	5,00	R	PU	6	03/12
D3.1	ANALYSIS: State of The Art on Identity, Security and Trust	3	NEC	5,00	R	PU	6	03/12
D3.2	DESIGN AND PROTOCOL (High Level Architecture): User ID, Profile, Application Reputation Framework	3	STUBA	5,00	R	PU	12	09/12
D3.3.1	DESIGN AND PROTOCOL: Intermediate User ID, Profile, Application Reputation Framework	3	STUBA	2,00	R	PU	20	05/13
D3.3.2	SOFTWARE: Intermediate User ID, User profile and Application Reputation Framework	3	STUBA	13,00	P	CO	20	05/13
D3.4.1	DESIGN AND PROTOCOL: Final User ID, User profile and Application Reputation Framework	3	STUBA	2,00	R	PU	27	12/13
D3.4.2	SOFTWARE: Final User ID, User profile and Application Reputation Framework	3	STUBA	15,00	P	CO	27	12/13
D4.1	ANALYSIS: Cloud-Based Services and Service/Content Synchronisation	4	TNO	5,00	R	PU	6	03/12
D4.2	DESIGN AND PROTOCOL: Middleware Components Content Synchronisation/Cloud Service Offloading	4	THM	5,00	R	PU	12	09/12
D4.3.1	EVALUATION: Intermediate Middleware Software Components for Content Synchronisation	4	THM	3,00	R	PU	20	05/13
D4.3.2	SOFTWARE: Intermediate Middleware Software Components for Content Synchronisation	4	THM	18,00	P	CO	20	05/13
D4.4.1	EVALUATION: Intermediate Middleware Software Components for Cloud Service Offloading	4	NEC	2,00	R	PU	20	05/13

Deliverable Number	Deliverable Titel	WP Number	Lead beneficiary	Estimated indicative PMs	Nature	Dissemination leven	Delivery Date	
							Project Month	Date MM/YY
D4.4.2	SOFTWARE: Intermediate Middleware Software Components for Cloud Service Offloading	4	NEC	7,00	P	CO	20	05/13
D4.5.1	EVALUATION: Final Middleware Software Components for Content Synchronisation	4	THM	3,00	R	PU	27	12/13
D4.5.2	SOFTWARE: Final Middleware Software Components for Content Synchronisation	4	THM	17,00	P	CO	27	12/13
D4.6.1	EVALUATION: Final Middleware Software Components for Cloud Service Offloading	4	NEC	2,00	R	PU	27	12/13
D4.6.2	SOFTWARE: Final Middleware Software Components for Cloud Service Offloading	4	NEC	6,00	P	CO	27	12/13
D5.1	ANALYSIS: Multi-User, Multimodal & Context Aware Value Added Services	5	TNO	6,00	R	PU	6	03/12
D5.2	DESIGN AND PROTOCOL: Multimodal Interface and Context Aware Recommendation Engine	5	TNO	6,00	R	PU	12	09/12
D5.3.1	EVALUATION: Intermediate Multimodal Interface for User/Group-Aware Personalisation	5	STUBA	2,00	R	PU	20	05/13
D5.3.2	SOFTWARE: Intermediate Multimodal Interface for User/Group-Aware Personalisation	5	STUBA	8,00	P	CO	20	05/13
D5.4.1	EVALUATION: Intermediate Context-Aware Personalised Multi-User Content Recommendation Engine	5	TNO	3,00	R	PU	20	05/13
D5.4.2	SOFTWARE: Intermediate Context-Aware Personalised Multi-User Content Recommendation Engine	5	TNO	9,00	P	CO	20	05/13
D5.5.1	EVALUATION: Final Multimodal Interface for User/Group-Aware Personalisation	5	STUBA	2,00	R	PU	27	12/13
D5.5.2	SOFTWARE: Final Multimodal Interface for User/Group-Aware Personalisation	5	STUBA	8,00	P	CO	27	12/13
D5.6.1	EVALUATION: Final Context-Aware Personalised Multi-User Content Recommendation Engine	5	TNO	3,00	R	PU	27	12/13
D5.6.2	SOFTWARE: Final Context-Aware Personalised Multi-User Content Recommendation Engine	5	TNO	9,00	P	CO	27	12/13
D6.1.1	Initial Version of the HBB-NEXT System Architecture	6	ST	7,00	R	PU	9	06/12
D6.1.2	Intermediate HBB-NEXT System Architecture	6	ST	9,00	R	PU	24	09/13

Deliverable Number	Deliverable Titel	WP Number	Lead beneficiary	Estimated indicative PMs	Nature	Dissemination leven	Delivery Date	
							Project Month	Date MM/YY
D6.1.3	Final HBB-NEXT System Architecture	6	ST	1,00	R	PU	30	03/14
D6.2	Implementation of Mock-Ups and Early Application Design	6	K.U.LEUVEN	14,00	R	PU	6	03/12
D6.3.1	Report on test applications for enablers of WP3/WP4/WP5	6	IRT	5,00	R	PU	12	09/12
D6.3.2	Intermediate Report Applications and Prototype Releases	6	TARA	6,00	R	PU	24	09/13
D6.3.3	Final Applications and Prototype Releases	6	TARA	42,00	R	PU	27	12/13
D7.1	Website	7	STUBA	2,00	R	PU	1	10/11
D7.2	Dissemination and Standardisation Strategy	7	STUBA	4,00	R	PU	6	03/12
D7.3.1	1st Report on Dissemination	7	RBB	4,00	R	PU	12	09/12
D7.3.2	2nd Report on Dissemination and Intitial Plan for Use of Foreground	7	RBB	4,00	R	PU	24	09/13
D7.3.3	3rd Report on Dissemination and Final Plan for Use of Foreground	7	STUBA	5,00	R	PU	30	03/14
D7.3.4	HBB-NEXT final workshop	7	STUBA	2,00	R	PU	29	02/14
D7.4.1	1st Report on Standardisation and IPR Protection Activities	7	IRT	5,00	R	PU	12	09/12
D7.4.2	2nd Report on Standardisation and IPR Protection Activities	7	IRT	7,00	R	PU	24	09/13
D7.4.3	3rd Report on Standardisation and IPR Protection Activities	7	IRT	8,00	R	PU	30	03/14

Table 4: Deliverable list

Dissemination Level

For HBB-NEXT two types of dissemination levels for commission Deliverables are used;

- PU = Public
- CO = Confidential, only for members of the consortium (including the Commission Services)

The majority of project Deliverables are public. After acceptance by the Commission they can be made available on the project website and thus enter the public domain. In general the title page of the Deliverables indicates what level of dissemination is applied to the deliverable. If the deliverable is "Confidential", the below statement under 10.1 has to be stated on the template.

7. Information Flow and Co-operation Procedures

7.1. HBB-NEXT Action Item List ("To do List")

A detailed Action Item List was introduced at the HBB-NEXT Kick-off Meeting. This Excel Sheet structures all project action items per work package, task and partner responsibility. It lists the timely deadline for each task, the status of performance as well as time, date, priority and comment. Each category may be filtered so that a partner might view his specific responsibilities or each partner's responsibilities according to time or date etc. The Action Item List will be the most important tool for collaboration. A master version will be kept on the FTP server and each partner who has fulfilled or delayed an action is obliged to change this master version and then save it under the respective days date. It will also be updated especially at WP and Plenary meetings together with all partners. All partners are obliged to watch it closely on a day to day basis in order to structure their work and in order to perform their obligations in time. RBB, in turn, will inform partners of any delay and demand timely action. Likewise, it will be an important tool for the Scientific Manager.

7.2. File Server

An FTP-server was established (ftp.rbb-online.de) which will serve as a document repository in order to provide managed access to all data relevant for the management and the work of the project. This will also guarantee transparency on the project's progress and results among all consortium members. Each partner has a separate log in.

At a later stage of the project, the document repository might be transferred completely to the Online Collaboration and Bug-tracking Tool (7.3). The structure is:

- administrative issues
- contractual issues: regarding GA and CA
- each work package, containing subfolders for all telcos, Deliverables and tasks
- meetings, sorted by date, each having agenda and minutes subfolders
- templates (Powerpoint, timesheets, Deliverables, agenda, minutes)

7.3. Online Collaboration and Bug Tracking

WP6, the HBB-NEXT monitoring work package, led by Scientific Manager IRT, will make use of an Online Collaboration and Bug-tracking Tool. The current choice is Redmine.

A Redmine server hosted at IRT (http://www.redmine.org) will be used in HBB-NEXT to plan and track the work in the technical work packages WP3, 4, 5 and 6. Each WP will have its own area (project) in Redmine. Individual work assignments will be defined as issues in the Redmine ticketing system. Each issue will have a responsible partner, a target version (e.g. HBB-NEXT development cycle), a due date, status information, etc. Redmine supports read-access to software version control systems like SVN. HBB-NEXT partners will be able to monitor the content and history of the SVN repository from redmine. The integrated wiki and user forums can be used for discussions and documentation.

7.4. Contacts and Mailing lists

In addition to Table 2, a detailed list of contact data of all personnel involved in project work per partner and per work package- and task involvement will be maintained by RBB on the FTP Server. It will be kept up to date by RBB during the course of the project. Partners are requested to contact both RBB and IRT to update mailing list subscription. IRT will inform RBB when mailing lists have been updated. The project uses a) a plenary list for all beneficiaries and b) separate WP lists, apart from WP1. The mailing lists have already been established by IRT.

8. Review Procedure and Decision Process

Project work and progress will be reviewed within Work Package meetings. This can be further reviewed and refined at a technical level in specific Work Package and/or Task Leader meetings. The final authority for reviewing the work of the project lies with the PCC. Reviews of the quality of project results, Deliverables, papers, and so on will take place at the Work Package level in processes to be decided by the PCC, and executed by the work packages. Non-technical reviews of the project will be conducted in WP 1 and when necessary by the PCC. The PCC will be responsible for putting into effect other types of review procedures as needed. Decisions within the project are generally made by common agreement of all the parties involved.

9. Conflict resolution

In case of any disputes which despite all efforts cannot be solved bilaterally, issues between the parties should be regulated as stated below:

First Phase

The parties concerned should communicate the cause of conflict, disagreement or difference to the Consortium Leader. Within 10 days after receiving this notice the Consortium Leader will inform the PCC, which shall try an amicable settlement of dispute. The PCC has to compile a resolution within 20 days. If the Parties concerned accept the resolution from the PCC, the documentation of the conflict and the resolution have to be duly signed by them and shall be binding for the parties concerned.

Second Phase

If the conflicting parties do not find an amicable settlement of dispute, the Consortium Leader RBB assigns the PCC to designate a legal expert who shall try to settle the dispute with reference to Belgian law and the principle of fairness within 30 days.

Third Phase

If the Parties concerned do not reach a settlement of dispute after the procedure of the two phases above provided, the procedure obtains of article 11.8 of the CA.

10. Declaration of Documents and Presentations

10.1. Confidential Documents

The below statement must be stated in all written material such as software source code, etc., **that are classified confidential.** Confidentiality statement for front page of documents and header of all source code:

PROPRIETARY RIGHTS STATEMENT

This document contains information, which is proprietary to the HBB-NEXT Consortium. Neither this document nor the information contained herein shall be used, duplicated or communicated by any means to any third party, in whole or in parts, except with prior written consent of the HBB-NEXT consortium.

In office documents, subsequent pages should contain in the footer the following statement;

CONFIDENTIAL – HBB-NEXT Consortium

If it is possible to add this to subsequent pages of printed software source code, this should be done.

The Consortium Leader will administer a dynamic list of all documents that have been classified as confidential. This will kept on the FTP server.

10.2. Publications and Dissemination Materials

According to Article II.30 of the Annex II – General Conditions of the Grant Agreement 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 European Union:

The research leading to these results has received funding from the EC Seventh Framework Programme (FP7/2007-2013) under Grant Agreement n°287848.

The confidentiality statement that should be added to such documents is shown below. For some journal papers and conferences this may not be possible due to publication rules.

The information in this document is provided as is and no guarantee or warranty is given that the information is fit for any particular purpose. The user thereof uses the information at its sole risk and liability.

10.3. Document Naming and Versioning

The naming and version control system is as follows. Please avoid special characters in the filenames.

10.3.1. Internal *non-deliverable* documents

Distributed by owner:	**HBB-NEXT_WPx_Docname_Partnershortname1_vy.doc**
x:	WP number.
Docname:	Short title of document
Partnershortname1:	Short name of the partner who is the original owner of a document.
vy:	This is for Version control: "y" is replaced by the major version number (starting at zero) – only to be modified by original document owner when file is redistributed by him/her. ("v" is always kept for "Version".)
Example:	**HBB-NEXT_WP2_Social Media Concept_RBB_v0.doc**

Feedback: **HBB-NEXT_WPx_docname_Partnershortname1 _vy_Partnershortname2.doc**

Original filename is kept as before amended by:

Partnershortname2:	Short name of partner sending feedback. Remember to use revision mode in Word documents!
Example: *(THM sent feedback on RBB's Version 0 from above)*	**HBB-NEXT_WP2_Social Media Concept_RBB_v0_THM.doc**

Once the partners' comments have been integrated by the responsible partner for a document a new version is distributed with a version number increased by 1:

Example: **HBB-NEXT_WP2_Social_Media_Concept_RBB_v1.doc**

10.3.2. Deliverables

Distributed by owner: **HBB-NEXT_Da.b.c_vy.doc**

Da.b.c: Numbering according to Deliverables List

vy: This is for Version control: "y" is replaced by the major version number (starting at zero) – only to be modified by original document owner when is redistributed by him/her. ("v" is always kept for "Version".)

Example: **HBB-NEXT_D1.1_v0.doc**

Feedback: **HBB-NEXT_Da.b.c_vy_Partnershortname2.doc**

Original filename is kept as before amended by:

Partnershortname2: Short name of the partner who is the original owner of a document.

Example: **HBB-NEXT_D1.1_v0_IRT.doc**

(IRT sent feedback on Version 0 from above)

After integration of changes from partners, the file is redistributed by owner with increased version number as:

Example: **HBB-NEXT_D1.1_v1.doc**

11. HBB-NEXT - List of Definitions

Development Cycle	In HBB-NEXT "Development Cycle" refers to the HBB-NEXT iterative design process. Starting with the analysis and requirements derivation in the first round, each development cycle covers design and development, and is followed by a user evaluation/validation which informs the activities in the successive development cycle.
Framework	The middleware developed by HBB-NEXT provides APIs which are open for application- and service developers, through using existing standards such as HbbTV, and extending them with new functionality (enablers) developed within work packages 3, 4 and 5.
Prototype	In HBB-NEXT "Prototype" refers to the HBB-NEXT proof-of-concept implementation. It is the integrated system prototype derived in WP6 (D6.3.3) at M27, MS8. This prototype integrates the software components (V2) developed in work packages 3, 4 and 5 and represents the completely developed system running on the HBB-NEXT proof-of-concept infrastructure. The prototype will be interactive and contain both back-end and front-end features. The HBB-NEXT prototype will be used for user evaluation in Validation phase 3.
Mock-up	A representation of the user interface of the system which can be evaluated with users. Mock-ups can be very rough hand-drawn sketches (low-fidelity) or very detailed graphical designs (high-fidelity). They can be static, only representing the look and feel of the interface, or interactive, allowing users to perform actions with it when evaluating. While the latter is sometimes also referred to as prototype, in HBB-NEXT the term mock-up is being used to distinguish it from the prototype developed in WP6 (see further). Mock-ups are not created inside the yet to develop HBB-NEXT ecosystem, but with the help of state-of-the-art editing tools for graphics and interactive image-, HTML- or animation-based click-dummies like Adobe Photoshop, Dreamweaver or Flash.
User Validation Phase	The phase where users are recruited to perform tasks and activities with the mock-ups and/or prototypes of the system, and the usability and user experience of the system is being evaluated. The validation can either be "formative", which means that the results of the expert reviews and user tests will produce concrete guidelines and recommendations that will guide the rest of the design and development process, or "summative", measuring specific aspects of the usability or user experience compared to specific targets.
Usage scenario	A usage scenario tells a story in order to describe a service from an end–user's perspective. It also describes roughly the production background from the professional user's perspective.
Use Case	A use case is a sub-element of a usage scenario which consists of one user action or a short sequence of user actions.
Showcase	A showcase is an implementation of an exemplary service or service features based on the defined use cases. It shows the benefits of the new technology for internal/external dissemination and demonstration. In case of HBB-NEXT showcases are the early applications derived in WP6 (Task 6.3) which are demonstrating the functionalities of the enablers from WP3, 4 and 5 and the proof-of-concept prototype implemented in WP6.

12. References

The documents can be found on document storage

[1] Guide to Financial Issues relating to FP7 Indirect Actions; Version 28/02/2011

[2] Grant Agreement (GA) Number

[3] Consortium Agreement (CA)

[4] Annex I of GA – “Description of Work“