PaletteV2

Projet Quality Plan

Version	Description	Date	Contributor
0.1	Initial Draft	March 2017	HUG
0.2	Review	October 2017	HUG
0.3	Update	Mai 2018	HUG
0.4	Update	October 2018	HUG
1.0	Finalisation	April 2019	HUG

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INTRODUCTION

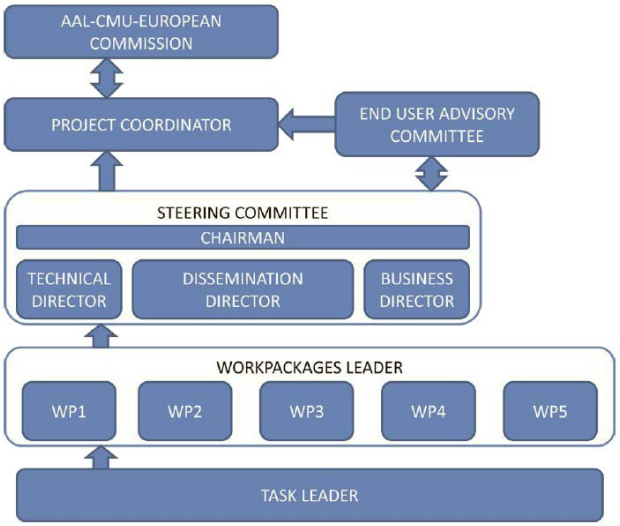
The document defines a set of rules and procedures that allow the partners to organise their cooperative work efficiently. Moreover it provides guidelines and principles that ensure a high scientific and organizational quality of the PersonAAL project throughout its lifetime.
Some sections are derived from the Description of Work and the Consortium Agreement, while other parts have been created specifically for this document. A basic assumption in the project is that everyone in the project reads, understands and agrees with the procedures described.
This document includes:

- An overview of the project plan and a description of the management structure.
- A description of the procedures for sharing information and documents among partner.
- The Quality Plan and identification of the KPIs.
- The Risk Analysis and mitigation measures.

PROJECT MANAGEMENT AND ORGANIZATION

General Structure

The general structure of the governance is composed of a project coordinator, connecting the Steering Committee with the AAL representative. The Steering Committee is the decision-making body of the Consortium and is chaired by the project coordinator. Inside the Steering Committee, a technical, dissemination and business director are responsible for the coordination of specific subtasks of the project. The directors also report to the Steering Committee. The Steering Committee as well as the coordinator is advised in their decisions by an end user advisory committee representing the opinion of the end user.
For each workpackage a Workpackage leader is responsible for the coordination. Finally, each task has a leader that is responsible for its proper completion.



Composition of the Steering Committee

The Parties shall establish, within thirty (30) days after the date of this Consortium Agreement, the General Assembly composed of one duly authorised representative of each of them.
After having informed the others in writing, each Party shall have the right to replace its representative and/or to appoint a proxy although it shall use all reasonable endeavours to maintain the continuity of its representation. Each representative shall have a deputy.
The Steering Committee will elect using voting rules one technical director, one dissemination director and one business director.
Any member of the Steering Committee (hereinafter referred to as "Member"): should be present or represented at any meeting of such Steering Committee, may appoint a substitute or a proxy to attend and vote at any meeting, and shall participate in a cooperative manner in the meetings.

N°	Peope	Institution	Country
1	Frederic Ehrler	HUG	Switzerland
2	Ad Von Berlo	SMH	Neederland
3	Rachel Von Berlo	KEMP	Neederland
4	Joost thissen	Reflexion	Neederland
5	Henk Herman Nap	VILANS	Neederland
6	Tanja Stjepanovič	PPI	Slovenia
7	Michal Kosiedowski	PSNC	Poland
8	Aurelia Curaj	UOB	Romania
9	Marius Preda	SIVECO	Romania

Composition of the end user advisory committee

The end user advisory committee comprises a group of end user representatives who will give advice to the project on general technological developments that may impact on the direction of the project. For this the members of the end user advisory committee shall be invited to participate at the meetings of the project management board. The initial composition of the end user advisory shall include experts in the areas of health, assisted living solutions, elderly care, formal and informal methods of training, software usability and system and service interoperability.

ID	People	Country	Specialities	Status
1	Astrid de Wind:	Neederland	Gerontotechnology	Involved
2	Heidrun Mollenkopf:	Germay	Gerontotechnology	Involved
3	Francesca Cesaroni:	Italy	Gerontotechnology	Involved
4	Annemiek Mulder: Actiz			Not Contacted
5	Corine Dijkstra: VNG			Not Contacted

Operational procedures for the Steering Committee

Representation in meetings of the Steering Committee

Any Member:

- Should be present or represented at any meeting;
- May appoint a substitute or a proxy to attend and vote at any meeting;
- Shall participate in a cooperative manner in the meetings.

Preparation and organisation of meetings of the Steering Committee

Convening meetings

The chairperson shall convene ordinary meetings of the project management board at least once every four months and shall also convene extraordinary meetings at any time upon written request of any Member.

Notice of a meeting

The chairperson shall give notice in writing of a meeting to each Member as soon as possible and not later than 40 calendar days preceding an ordinary meeting and 14 calendar days preceding an extraordinary meeting.

Sending the agenda

The chairperson shall send each Member a written original agenda no later than 14 calendar days preceding the meeting, or 7 calendar days before an extraordinary meeting.

Adding agenda items

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 to all of the other Members no later than 7 calendar days preceding the meeting.
During a meeting of the Steering Committee the Members present or represented can unanimously agree to add a new item to the original agenda.
Any decision may also be taken without a meeting if the chairperson circulates to all Members a written document which is then signed by the defined majority of Members.
Meetings of the Steering Committee may also be held by teleconference or other telecommunication means.
Decisions will only be binding once the relevant part of the minutes has been accepted according to the voting rules of this Consortium Agreement.

Minutes of meetings

The chairperson shall produce written minutes of each meeting which shall be the formal record of all decisions taken. He shall send draft minutes to all Members within 15 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 chairperson with respect to the accuracy of the draft of the minutes.
The chairperson shall send the accepted minutes to all the Members of the Steering Committee, and to the Coordinator, who shall safeguard them. If requested the Coordinator shall provide authenticated duplicates to Parties.

Voting rules

The Steering Committee shall not deliberate and decide validly unless two-thirds (2/3) of its Members are present or represented (quorum).
Each member of the Steering Committee present or represented in the meeting shall have one vote.
Defaulting Parties may not vote.
Decisions shall be taken by a majority of two-thirds (2/3) of the votes.

Veto rights

A Party which can show that its own work, time for performance, costs, liabilities, intellectual property rights or other legitimate interests would be severely affected by a decision of the Steering Committee may exercise a veto with respect to the corresponding decision or relevant part of the decision.
When the decision is foreseen on the original agenda, a Member may veto such a decision during the meeting only.
When a decision has been taken on a new item added to the agenda before or during the meeting, a Member may veto such decision during the meeting and within 15 days after the draft minutes of the meeting are sent. When a decision has been taken on a new item added to the agenda before or during the meeting, a Member may veto such decision during the meeting and within 15 days after the draft minutes of the meeting are sent.
In case of exercise of veto, the Members of the related Steering Committee shall make every effort to resolve the matter which occasioned the veto to the general satisfaction of all its Members.
A Party may not veto decisions relating to its identification as a Defaulting Party. The Defaulting Party may not veto decisions relating to its participation and termination in the Consortium or the consequences of them.
A Party requesting to leave the Consortium may not veto decisions relating thereto.

Powers and responsibilities

General responsibilities

Each Party undertakes to each other Party to use reasonable endeavours to perform and fulfil, promptly, actively and on time, all of its obligations under this CA. Each Party shall bear its own costs in connection with the making of the Proposal, the negotiation of this CA, and the carrying out of the Project.

Responsibilities towards the Co-ordinator and the Steering Committee

Each Party undertakes to use reasonable endeavours to supply promptly to the Coordinator all such information and documents as the Coordinator (if appropriate, acting on behalf of the Steering Committee) needs to fulfil obligations pursuant to this Consortium Agreement. Each Party shall hold harmless and shall indemnify the Coordinator against all liability incurred by the Coordinator in the performance of its obligations, due to any failure by such Party in the execution of its obligations under this Consortium Agreement.

Responsibilities towards each other

Each Party undertakes to use reasonable endeavours:

- To notify each of the other Parties promptly of any significant delay in its performance;
- To inform each of the other Parties of relevant communications it receives from third parties in relation to the Project;
- To comply with the applicable procedures and to use the applicable tools for the marking and handling of information exchanged between Parties in the performance of the Project as decided by the Project Management Board.

Each Party shall use reasonable endeavours to ensure the accuracy of any information or materials it supplies under this Consortium Agreement and promptly to correct any error in such information or materials of which it is notified or of which it becomes aware. Unless approved to the contrary by the Steering Committee or agreed to the contrary by the Parties, each Party agrees not knowingly to use, in the execution of the Project:

- Any Background listed as excluded in this Consortium Agreement
- Where such use would result in such excluded Background being needed for the Use of Foreground.

The following shall apply in relation to Subcontractors:
Each Party shall be fully responsible for the supervision of its Subcontractors and shall enter into appropriate arrangements for such purpose with its Subcontractors. These arrangements shall as appropriate require that the obligations in this Consortium Agreement shall also apply to, and be fulfilled by, such Subcontractor.
Each Party engaging a Subcontractor shall ensure that:

- Except in the case of subcontracting to Affiliates, the Coordinator is promptly informed of the name of such Subcontractor and the subcontracted tasks;
- The subcontract does not impair fulfilment of this Consortium Agreement;
- The other Parties' rights in relation to such Party (including without limitation Access Rights) are the same as would have been the case had the contracting Party performed its share of the Project and/or those obligations itself;
- No such Subcontractor shall have access to any other Party's Foreground, Background or Sideground without that other Party's prior written consent; and each Subcontractor is bound by the non-disclosure provisions described below.

Responsibilities of the co-ordinator

Organisation
- Organisation of kick off meeting
- Organisation midterm review

Communication
- Report to the Commission about the progress of the project
- On request, transmission of any documents and information connected with the Project between the Parties concerned
- Conflict resolution (including cases of abuse of power within the project).

Compliance
- To monitor that the Parties comply with their obligations this CA;

Administration
- Administration, preparation of minutes and provision of the chairperson of the Project Management Board, and follow-up of their decisions;

The Coordinator shall have no other functions unless otherwise agreed upon.
Except for its capacity as representative of the Parties, the Coordinator is not entitled to act or to make legally binding declarations or commitments on behalf of any other Party and the Coordinator shall not be held responsible by the Parties for any breach of its obligations under the Consortium Agreement resulting from any such breach by any other Party. If one or more of the Parties is late in submission of any Project Deliverable, the Coordinator shall nevertheless submit the other Parties' Project Deliverables to the AAL Association in time. The Coordinator shall send out a reminder to the Party or Parties being late in the submission of Project Deliverables but such reminder shall not affect the obligations and responsibilities of such Party or Parties. The Coordinator may, after having obtained the approval of the Steering Committee, appoint a technical Project manager being an employee of the Coordinator or of any of its Affiliates, or of any other Party, to assist the Coordinator in the execution of its duties, such as but not limited to monitoring of tasks as allocated, Project Deliverables tracking, and monitoring against the plan for Project Deliverables. The technical expert shall report to the Co-ordinator, but not have any decision-making power of its own.

Responsibilities of the Steering Committee

The Steering Committee shall be responsible for the overall direction of the Project. To that end, the project management board shall have the following powers:

Steering
- Making proposals for the review or amendment of the terms of this Consortium Agreement
- Deciding upon the technical roadmaps with regard to the Project;
- Receive feedback on the results from each work package leader
- Deciding upon any change and exchange of work packages between the Parties and proposing corresponding;
- Deciding the plan for using and disseminating Foreground.
- Deciding within a period of 30 days after having received any proposal made by the Project Coordinator that the Steering Committee should propose to the Parties (other than the Defaulting Party) to serve notice on a Defaulting Party and deciding to assign the Defaulting Party's tasks to specific entity or entities (preferably chosen from the remaining Parties);

- Deciding the launching of competitive calls, and the entering into this Consortium Agreement of new Parties for participation in the Project;
- Deciding upon any change and exchange of work packages between the Parties and proposing corresponding;
- Deciding upon procedures and tools for the marking and handling of information exchanged between Parties in the performance of the Project;
- Deciding to enter into a Project Co-operation Agreement with the parties of another project

In the case of abolished tasks as a result of a decision of the Steering Committee, Members shall rearrange the tasks of the Parties concerned. Such rearrangement shall take into consideration the legitimate commitments taken prior to the decisions, which cannot be cancelled.

Technical Director (TD)

The Technical Director (TD) will be responsible for overseeing all technical developments during the course of the project.

Dissemination Director (DD)

The Dissemination Director will be responsible for monitoring, managing and measuring the consortium's strategies and implementation plans for assuring successful impact of the technology in the market place. The areas of importance for the DD will involve coordinating the consortium's dissemination and awareness raising activities. This will include overseeing the development of a Community of Practice.

Business Development Director (BDD)

The Business Development Director (BDD) will be responsible for coordinating the activities related to the definition and implementation of the exploitation plans for the project results. The BDD will also coordinate the establishment of the IPR

	Direction	People	Organisation	Country
	Technical	Primož Kosec	PPI	Slovenia
	Dissemination	???		
	Business	Johan Vesseur	VILANS	Neederland

Responsibilities of Work Package Leaders

The work package leaders report directly to the Steering Committee. They are responsible for monitoring the progress in their work package towards the objectives of the project, and for the production and delivery of the planned deliverables. For this they have to keep close contact with the partners involved in the work package and in particular the task leaders. Work package leaders will organise also meetings of the corresponding work package teams, whenever it appears to be necessary to discuss the further progressing of work in the work package. Work package leaders are responsible for reporting any major dispute, risk or delay to the project coordinator so that appropriate actions can be initiated. If a conflict cannot be solved within a work package team, conflict resolution will be initiated by the Steering Committee.
The work package leaders are responsible for the quality of the work performed in their working group, the respect of the deadline and the control of the costs. They must report to the project management board any irregularities, delays, or deviations to the planned budget as soon as observed. They are also responsible to update frequently (at least once per quarter) shared documentation of the project.

Follow-up and supervision

Each Party undertakes to follow the production schedule and budget specified in the Description of Work and in the Grant Agreement.
In order to avoid uncontrolled time and cost escalation the Steering Committee is responsible to frequently:

- Ensure that the intended deliverables are produced according to the planned schedule
- Ensure that the work packages and tasks achieve the expected results and the project makes adequate and timely progress towards achieving its objectives based on these results
- Ensuring that the consortium agreement including issues of intellectual property rights and any other legal documents are properly prepared and managed
- Report to the co-ordinator any deviations to the planned schedule, budget or deliverable that has been observed.

For this purpose, the project management board has the power to request from any Parties or workpackage leader whenever judged necessary:

- Progress meetings (ranging from once a month to once per quarter);
- Technical and financial progress reports (actions completed and results obtained);
- Optional extraordinary meetings as soon as agreed estimated deadlines have been overrun.

2 OVERVIEW OF THE WORK PLAN

WP 1: Coordination

The objective of this work package is to ensure that the project meets its objectives within budget and scheduled timescales. Tasks will include monitoring project progress, tracking deliverables and reporting back to the consortium. The project coordinator will also report to the EC and will be responsible for management and progress reports, costs statements, and the final project report to the EC. The project coordinator will collaborate with the other partners to effectively monitor and coordinate the project in administrative, technical and financial terms; to manage the knowledge generated by the project and to monitor quality and timing of project results by resolving any internal conflicts that might appear.

WP 2: Dissemination and Business

WP2 aims is to ensure the proper dissemination of information about the project, its objectives, the approaches and results, by facilitating future collaboration and information exchange between relevant communities and stakeholders and to promote, where applicable, the use of tools resulting technologies and applications resulting from the project amongst the target groups: content creators, the academic and research community, developers and industry. It also aims at the development of a consistent and coherent exploitation strategy and business plan for commercialising the results of the project both at a consortium level (entire system) and on a partner level (system components and other research results).

WP 3: Development

WP3's objective is to identify of the end users needs and wishes and to define the user interaction with different input and output devices. The results will be transferred to a requirements profile with all necessary specifications. With a usability testing, the perfect user-friendliness and operability shall be realized. The boundary conditions, innovation potentials and influential factors of the product and usage surrounding will be considered.

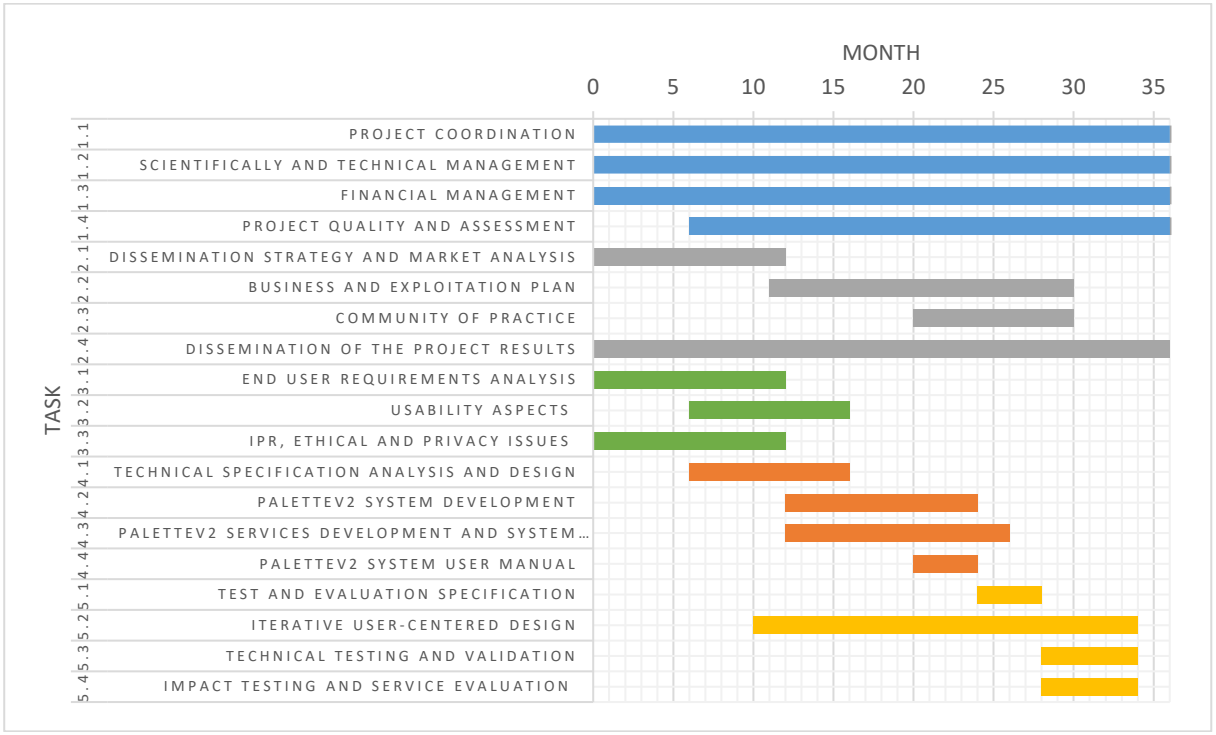
WP 4: Development

WP4 will use the results of WP3 in order to develop the design and architectural structure of the system and services of the PALETTEV2 project.
The conceptual part of the WP4 is to develop suitable application scenarios. This will be done using an interaction design methodology, i.e. not to develop user interfaces separately, but, capturing the requirements of the users, to address the whole usage situation.

WP 5: Evaluation

WP 5 will focus on the iterative design, testing, alpha and beta validation and evaluation of the system and services developed. All specifications and functions shall be evaluated, refined and improved after each development process. The evaluation shall include the end user as often and as far as possible in order to ensure that the solution meets their requirements and needs.

Timeline


MONTH
0
5
10
15
20
25
30
35
TASK
1.1 PROJECT COORDINATION
1.2 SCIENTIFICALLY AND TECHNICAL MANAGEMENT
1.3 FINANCIAL MANAGEMENT
1.4 PROJECT QUALITY AND ASSESSMENT
2.1 DISSEMINATION STRATEGY AND MARKET ANALYSIS
2.2 BUSINESS AND EXPLOITATION PLAN
2.3 COMMUNITY OF PRACTICE
2.4 DISSEMINATION OF THE PROJECT RESULTS
3.1 END USER REQUIREMENTS ANALYSIS
3.2 USABILITY ASPECTS
3.3 IPR, ETHICAL AND PRIVACY ISSUES
4.1 TECHNICAL SPECIFICATION ANALYSIS AND DESIGN
4.2 PALETTEV2 SYSTEM DEVELOPMENT
4.3 PALETTEV2 SERVICES DEVELOPMENT AND SYSTEM…
4.4 PALETTEV2 SYSTEM USER MANUAL
5.1 TEST AND EVALUATION SPECIFICATION
5.2 ITERATIVE USER-CENTERED DESIGN
5.3 TECHNICAL TESTING AND VALIDATION
5.4 IMPACT TESTING AND SERVICE EVALUATION

PROJECT QUALITY PLAN

4.1 Introduction

The project quality plan is developed and maintained during the whole project duration. This document is the current version of the project quality plan. It is meant to be a living document that is updated regularly during the whole project duration but at least once in each reporting period.
Over time, experiences in conducting the project will prompt changes to the project quality plan. The project quality is maintained by the HUG based on the input and feedback that is received from all consortium members on a regular basis.

4.2 Quality of Project Progress

Work Package Leaders are responsible for the progression of their respective Work Package and they report directly to the Steering Committee. Furthermore, the Consortium will use typical measures such as milestones within the project plan for monitoring the progress of activities.
All along the project activities, each member of the Consortium will be responsible for informing the Steering Committee and the relevant Work Package leaders about any contingencies that might have negative or indeed positive impacts on the progress of the project. Standard and commonly available project management software tools will be used to assist project management tasks. Together with the use of Key Performance Indicators (KPIs), the monitoring of project progress will be done internally using the following metrics:
Timely completion of the milestones and deliverables.

- Appropriate use of the resources according to the work plan.
- Prompt reaction from the EC, from relevant scientific communities, from industry and interest from other European organizations involved.

4.3 Deliverable Quality

Each deliverable is responsible for a specific subject and aspect of the PALETTE project and each deliverable is associated to a specific Task in a given WP. WP Leaders and Deliverable Leaders should produce the document and co-ordinate the activities of the partners involved. Deliverable Leaders are the Task Leaders in the Task that the Deliverable is associated to. In the case of a Deliverable associated to more than one task, the Deliverable Leader will be properly selected among the Task Leaders and the WP Leader. PM is responsible for monitoring and facilitating the process as well as for controlling the quality of the final document. All documents must follow a delivery process in order to assure their consistency and their quality and to minimize the risk that deliverables will be rejected at project reviews. All the deliverables will pass through two processes:

- a scientific internal review
- a formal quality check

Each Deliverable's leader has to identify two peer reviewers who have not been involved in its creation. The reviewers could be either be part of the project, or someone from the outside, as appropriate. This scientific review will check that:

- the Deliverable covers the objectives stated in the Technical Annex
- the quality of the work described in the document is good and is in accordance with what is expected

The Coordinator will be responsible of the formal quality check of the deliverables under the following points of view:

- the quality of the document is good (errors, organization of topics, readability, illustrations)
- the Deliverable is complete (there are no missing parts, non-existing references, topics not covered, arguments not properly explained)
- the Deliverable is clear and suitable to its potential readers (it is possible to find in it complete and clear answers to the questions raised by the stated objectives, in a form that can be useful for the Users of the work and/or for the continuation of the work)
- the Deliverable conforms to the quality standards stated in this document

4.4 Scientific and Technical Quality

The following measures are in place to ensure high quality of the scientific results and the project deliverables:

- Task Leaders are experienced researchers and normally at least at the post-doctoral or senior engineering level. All Work Package Leaders are senior researchers with a strong scientific track record in the field of their work package and ample organizational experience.
- Each scientific deliverable is reviewed internally before its release as described in previous section. Scientific deliverables in text form are expected to be of a quality that allows peer-reviewed, international publication. Such publication is explicitly encouraged. Checklists for task leaders, authors and internal reviewers have been established to ensure a high quality standard and timely delivery of the reports. The checklists are included in Appendix A.
- The PC monitors the active work tasks and ensures that the evaluation criteria laid down in the DoW are addressed in the deliverables.
- The WPLs organize “tracks” relating to their work package during the annual project meetings with presentations on the scientific progress. These are followed by critical discussions in which all project members participates.
- User interfaces will be designed according to guidelines for accessibility and usability, and end users will assess the mock-ups created through focus groups and user tests.
- All field work will be absed on appropriate ethical guidelines. Ethical issues will be a permanent agenda point in consortium meetings.

4.5 Key Performance Indicators

The following Key Performance Indicators (KPIs) measures have been identified as suitable ones for measuring the progress and success of the PALETTE Project:

- Scientific excellence of the project’s research activities:
  - Number of published works by Consortium partners;
  - Number of presentations given by Consortium partners in external events.
- Level of integration among partners:
  - Number of joint publications;
  - Number of visits to other partners and number of remote meetings involving
  - Multiple partners for carrying out joint work.
- Level of visibility of the initiative at the European and global level:
  - Average monthly hits on the project Web site;
  - Total number of documents downloaded from the project Web site;
  - Number of articles in blogs/magazines/news/radio.
- Commercial exploitation of the project:
  - Positive evaluation of the applications developed during the field trials.

- Number of marketing presentations given by project partners to representatives of different groups of interest.

SIGNIFICANT RISKS AND ASSOCIATED CONTINGENCY PLAN

Introduction

Risk assessment will be extended to all main Tasks in the project. Due to the nature of the research and innovation, some risks may be high as chosen concepts may not perform as expected. This extends to areas such as dependencies on other technologies and acceptability of solutions. However, non-technical risks inherent to cooperative Research and Innovation projects also exist, including those related with partnership, market, privacy rules, regulation and legal issues. Risks also exist in areas such as IP, relations in the partnership, cost monitoring, timing and competition. In the project these risks will be monitored and actions will be taken in order to develop appropriate strategies to minimize any impact on eventual exploitation of the results.
Risk management is coordinated through WP1 and involves all project partners. The risk management process is iterated regularly during the project, and will be a fixed item on the agenda of each project meeting to ensure that:

- Identified risks are continuously monitored until judged acceptable;
- Regular evaluation is performed to identify new sources of risks;
- Regular update of the Risk Status Report are made, including risk mitigation actions;
- Risk mitigation actions are performed and monitored.

The following table presents an overview of the preliminary identified high-level risks and the envisioned risk contingency plans for the project.

Task force

A task force for dealing with analysis and mitigation planning will be set up if an initial analysis reveals that a risk may impact the project. The work package leader of the affected work package will lead the work, he will be assisted by the Project Management and other work package leaders directly affected. This task force will also be responsible for the implementation and the tracking of the risk. Risk management will not only be a way to mitigate problems but is also a way to incorporate events and findings, both external and internal into the project.

Risk identified at the start of the project

WP	Classification	Risk	Gravity	probability	mitigation
Coordination	Need definition	unclear objectives defined in the DoW	High	Low	Organisations of early brainstorm to clarify the objectives
Coordination	Need definition	Evolution the project goal no more in adequation with DoW	Low	High	Adaptation of the DoW
Coordination	Funding	Unavailability of funding of a partner	High	Low	Exclusion of the defaulting partner and search for a new one
Coordination	Plannification	Irrealistic delay of realisation	Medium	High	Adaptation of the actual length of the tasks with recalculation of furter tasks / communication of the new plannification to the AAL CMU
Coordination	Plannification	Delay in the realisation of the tasks	Medium	High	Definition of SMART objectives at frequent occasion
Coordination	Coordination	Lack of commitment of a	Medium	Low	Discussion of the issue with the

		partner			concerned partner
Coordination	Coordination	Disagreement between partners	Medium	High	Discussion of the issue with the concerned partners
Coordination	Coordination	Lack of shared vision of the parnters	High	High	Face to face meeting / frequent conf call
Coordination	Skills	Lack of skills of a WP leader	Medium	Medium	Find additionnal competences in the consortium to complete the missing one
Coordination	Skills	Lack of skills in the consortium	High	Low	Search for external competencies and training of targeted collaborators
Coordination	conflict	Misscommunication between project partner	Medium	High	Mediation of the coordinator to find a common ground
Coordination	recruitment	Problem of recruitement of workforces	Medium	Low	Start with early recruitment of workforces
Requirement	recruitment	Problem of recruitment of the end user	Medium	High	Early contact with end user organisation
Requirement	needs	Identified requirement incompatible with existing assuptions	High	Low	Update of the vision of the project
Requirement	needs	Varying requirements depending of the coutry of examination	Low	Medium	Identification of shared requirements
Technical	Coordination	Lack of coordination of technical parnter	Low	Low	Frequent meeting between technical partners
Technical	Need definition	Specification of too costly technical functionalities	Medium	Medium	Include technical partners in the end user requirement stage to avoid unrealistic expectations
Business	recruitment	Problem of contact with customer	Medium	Medium	Creation of quality dissmeination material
Business	market	Existance of similar solutions on the marker	Medium	High	Create collaboration with other solutions
Business	Deployement	Necessity of a strong customer basis before making the product attractive	High	Medium	Initial deployement of the project in limited geographical area
Dissemination		Unsufficient communiucation around the project	Medium	Medium	A dissemination strategy guide is created to ensure that all the necessary dissemination activities are undertaken
Dissemination		Lack of visibility of the project	Medium	Low	Increase frequency of dissemination actions
Dissemination		Heterogenous messages around the project	High	Medium	Coordination from the dissemination leader to keep a coherent vision of the project
Dissemination		discontuinity of dissemination effort	Medium	High	Frequent use of real time communication channel to communicate about proejct progress