AAL-2017-077

IOANNA

Integration Of All stores Network & Navigation Assistant

D1.1 Project management handbook

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Nature[1]: R

Dissemination Level[2]: CO

WP contributing to the deliverable: WP1

[1] PR = Prototype, R = Report, U = User scenario, O = Other

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

Keywords	Management; plan; guidelines; quality; evaluation; handbook
Abstract (for dissemination)	A management handbook has the purpose to set the regulations of various issues among partners in the consortium, for a smoother course of the project. It addresses all the managerial matters and it is disseminated to the consortium so that all members are aware of the way several issues will be handled. An elaborate management handbook will ensure the desired level of excellence in IOANNA project, assuring the monitoring, control and improvement of results.

Disclaimer

Version History

Version	Edited by	Date	Description
1	Vasilis Giannoglou	03 July 2018	First draft
2	Idoia Munoz	04 July 2018	Minor changes
3	Mircea Marzan	10 July 2018	Minor changes
4	Razvan Purcarea	02 September 2018	Minor changes

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1. Introduction

A management handbook is an essential part of project management discipline, especially within research projects where different cultures of different organisations need to co-operate. Due to physical distance between partners, the diversity of deliverables and prototypes within such a project, the monitoring and control of the quality may be hard to be achieved. Consequently, comprehensive quality procedures and metrics need to be defined to ensure delivery of high quality results without delays. This document defines the workflow of the main work process, timing and responsibilities for the production of project deliverables.

All deliverables will be peer reviewed and contributions will be offered by responsible partners. External peer review could be organised for particularly important deliverables if agreed by all partners. IOANNA partners will use their professional contacts network to identify suitable reviewers. The external peers will be asked to review the deliverables on a voluntarily basis and no fee will be paid.

In order to monitor the project achievements, a number of metrics and key performance indicators (KPIs) have also been defined. The project's overall objectives are broken down in Work Packages (WPs) and internal WP tasks, that help the overall monitoring of the project course.

1.1. Quality assurance and project management

Quality Management within IOANNA comprises the assurance of appropriate quality for the deliverables generated along the lifecycle of the project, and also the measurement of the achievement of the overall project objectives. The overall project objectives have been identified in the project preparation phase before the beginning of the project and they will be monitored on a regular basis

The assurance of the deliverables´ quality is a systematic process covering the entire lifecycle of deliverables from first draft to the submission to the AAL CMU (Ambient Assisted Living Central Management Unit). This process enables the delivery of high quality deliverables by monitoring and controlling the above mentioned process in a regular way. Nevertheless, before the Quality Assurance Process can be established, an appropriate infrastructure for controlling and monitoring the progress of the deliverables must be in place. This infrastructure covers file and version management systems for documents and prototype deliverables as well. Implementing this infrastructure takes time and is done during the first months of the project.

The management and coordination of ***IOANNA*** is performed through WP1 and the project management structure includes three main management pillars:

1. **Project Coordinator** (**GEO**): is the partner accepted to lead the project on behalf of the consortium and acting as the intermediary between the partners and the European Commission (EC). It is responsible for the administrative and financial management.

2. **Technical Manager** (**SLRO**): is responsible for ensuring that the technical and scientific work will follow the project plan.

3. **Impact Manager** (**ESKILARA**): will lead the dissemination and exploitation actions of the project in order to maximize the exploitation potentials for project outcomes.

The *Project Coordinator*, the *Technical Manager* and the *Impact Manager* form the **Executive Board (EB)**. The project is governed by the **General Assembly (GA)** where each partner has one representative. The EB will prepare and facilitate all major decisions to be made by the GA in the project course. The EB will meet in regular teleconferences once a month. In addition, there will be six-monthly project meetings of all consortium members (GA).

The EB will be responsible for:

- Preparing the meetings, proposing decisions and preparing the agenda of the GA. The EB always is seeking for a consensus among the consortium partners.
- Monitoring the effective and efficient project implementation.
- Collecting information at least **every 6 months** on the project progress, examining that information to assess the compliance of the project with the consortium plan and, if necessary, propose modifications of the plan to the GA.
- Supporting the Coordinator in preparing meetings with the EC and in preparing related data and deliverables.
- Preparing the content and timing of press releases and joint publications by the consortium or proposed by the EC in respect of the procedures of the EC-GA Article II 30.3.

Additionally to the above named general tasks, the members of the EB take responsibilities for specific task areas and roles:

The **Coordinator, GEO**, being the intermediary between the partners and the EC, shall be responsible for:

- The overall legal, contractual, ethical, financial and administrative management of the consortium.
- Monitoring compliance by the partners with their obligations and the implementation of corrective decisions by the concerned partners.
- Collecting, reviewing to verify consistency and submitting reports and other deliverables (including financial statements and related certifications) to the European Commission.
- Administering the community financial contribution and fulfilling the financial tasks described in Article 7.3. (General conditions of EU Grant contracts).

- Providing, upon request, the partners with official copies or originals of documents which are in the sole possession of the Coordinator when such copies or originals are necessary for the Parties to present claims.

- Preparing, updating and managing the consortium agreement between the partners.

The overall leading role within the project is assigned to the **Project Coordinator**; namely **Dr. Vasilis Giannoglou** from GeoImaging Ltd (SME) who agreed to take on responsibility for overall project coordination. He has been approved by all proposal partners. GeoImaging Ltd will be responsible for overall administrative, financial and scientific coordination of the project.

The **Technical Manager (TM), SLRO,** is responsible for ensuring that the technical and scientific conduction of the work will follow the project plan. Detailed tasks are:

- Coordination of the overall scientific operational activities of the project.

- Ensuring the high quality of the project reports and deliverables delivered to the European Commission.

- Coordination at consortium level of knowledge management and other innovation-related activities.

- Reporting and monitoring of work packages progress covering technical issues to the EB and the Coordinator.

- Ensure the integration of scientific and practical requirements by project partners into technical solutions.

The person in charge of the technical management at **SLRO** will be **Mr. Gabriel Cocor**. Mr. Gabriel Cocor graduated from the Department of Computer Aided Electrical Engineering of the University of Polytechnics Bucharest. He is CCNA certified and currently works as an IT Manager in SLRO. He has been actively involved in implementation projects for multinational companies like Marks & Spencer, Calberson, Beauty Shop, Zara and Euro-trade. He has a wide range of ICT skills relevant to IT systems, databases and broadband networks

The **Impact Manager (IM), ESKILARA** will lead the general dissemination and exploitation actions, in order to maximize the exploitation project potentials. Specific tasks are:

- The IM will meet regularly with representative of each partner to define, coordinate and update a collaborative exploitation and dissemination plan.

- Identification of conferences, magazines and journals for dissemination.

- Coordination of dissemination activities like a brochure or the project web site.

- IPR definition and data maintenance and harmonization of the partners' policies.
- Evaluation and coordination of the effort required to develop marketable products.
- Planning of exploitation strategies and joint initiatives.
- Release of a business plan covering one or more preferred solutions concerning the partnership in the exploitation, the organization, the royalties, the market estimates and risks.

The person in charge of the impact management at IOANNA Project will be mrs. Idoia Muñoz – international manager at ESKILARA. She holds a Pharmacy degree at University of Navarre (Pamplona, Spain) and a Global MBA by ESEUNE business school (Bilbao, Spain). She has also participated in the International Executive Program by Georgetown University (Washington DC). She brings her experience in strategic planning, exploitation and market scalability, market research as long and wide experience in project management, communication, dissemination planning and implementation with special focus on physical activity, sport and wellbeing projects. She also has experience on gender promotion through technology and education. Furthermore, Idoia is a living lab expert with huge experience in international networking activities, as well as in the organisation of international conferences, search of public and/or private funding, and local and international cooperation projects.

IOANNA established an **Ethics Board** (**ETB**) with ANA (Luiza Spirou as chairwoman), GEO and AGECARE. The ETB will be responsible for ensuring that the research performed in the project conforms to European, national and institutional codes of ethics and legislation. One of the aims of the ETB will be to ensure that researchers' interactions with end users are ethical and that best practice ethical management has been applied. Figure 1 summarizes the management interconnections.

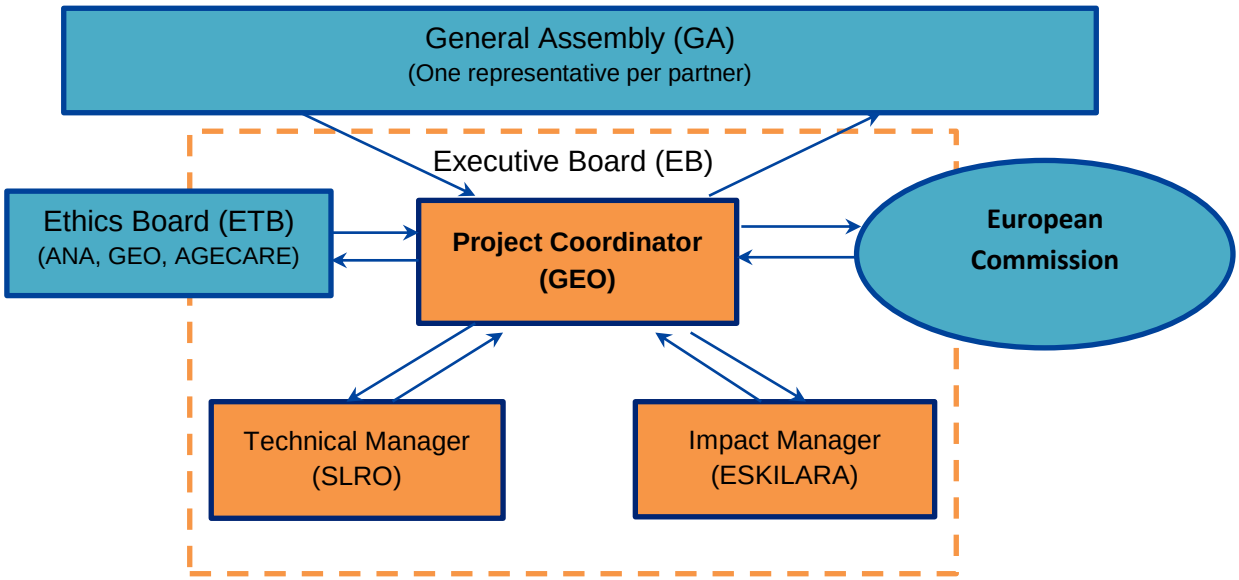

Figure 1: Management Structure scheme

1.2. Objectives

This deliverable D1.1 is part of WP1 "Project Management". WP1 is divided into the following tasks:

- Task 1.1: Consortium, project and risk management [M1-M30]
- Task 1.2 Progress & cost reporting and administration architecture [M1-M30]
- Task 1.3 Control, quality and communication management [M1-M30]

The objectives of WP1 are:

- To coordinate and stimulate communication between partners in the consortium, and also the AAL JP Officer.
- To monitor the scientific and technical progress of each work package, coordinate the activities, and apply appropriate quality controls and risk management so as to ensure that the project meets its defined objectives, deadlines, and costs.
- To ensure that appropriate and formal agreements are in place between the partners in the consortium and others so as to safeguard IPR and meet the ethical and legal standards applicable to the projects activities.
- To hold project meetings each six months and monthly tele-conferences in order to facilitate the project development.

D1.1 is produced as part of Task 1.1 with the objective to:

- set out the principles and concepts for appropriate project results assessment, monitoring and control
- define the process for technical quality control and cross work package internal peer review process for project results
- issue a quality assurance manual (this report)

Task 1.1 includes the on-going objectives monitoring, assessment and control of objectives, using methods and workflow as defined in this report.

2. Deliverable assessment mechanism

IOANNA project will adopt an inductive research approach. Its scientific and technological research and development will be guided by the following principles.

- Build on state-of-the-art knowledge and previous results from AAL Joint Programme research and development works.
- The consortium will continuously be open for adopting new emerging and breakthrough technologies and de-facto standards.
- Take advantage of existing work and avoid repeating it.
- Take advantage of existing open source software solutions and license free tools, where commercially appropriate.
- For sensors and health devices, we will use cost-effective off-the-shelf solutions, where available.
- Serve the end users by developing utilities suitable for the SME community and involving users during the development process.
- Include simplification at every stage in the software development process.

2.1. Workflow

The project deliverables are of the following types: Report, Prototype, User scenario. The following table describes the main work process, timing and responsibilities for the production of “Report” project deliverables.

Table 1: Reports

Partial deadline	Content / version	Activities	Responsibility
DM* – 1 months	Table of Contents + Draft version	Planning the Table of Contents	Deliverable leader
DM – 0.5 months	Draft version	Send the Table of Contents	Deliverable leader + contributing

		Contribution from partners. Write first draft version. Send draft to reviewers.	partners
DM – 7 days	Working version	Peer review	Deliverable leader + contributing partners + Reviewers
DM	Final version	Send the deliverable to CMU	Deliverable leader

* DM = deliverable due month

With the objective to achieve a good communication, Table 1 has been drawn as a scheme with concrete days.

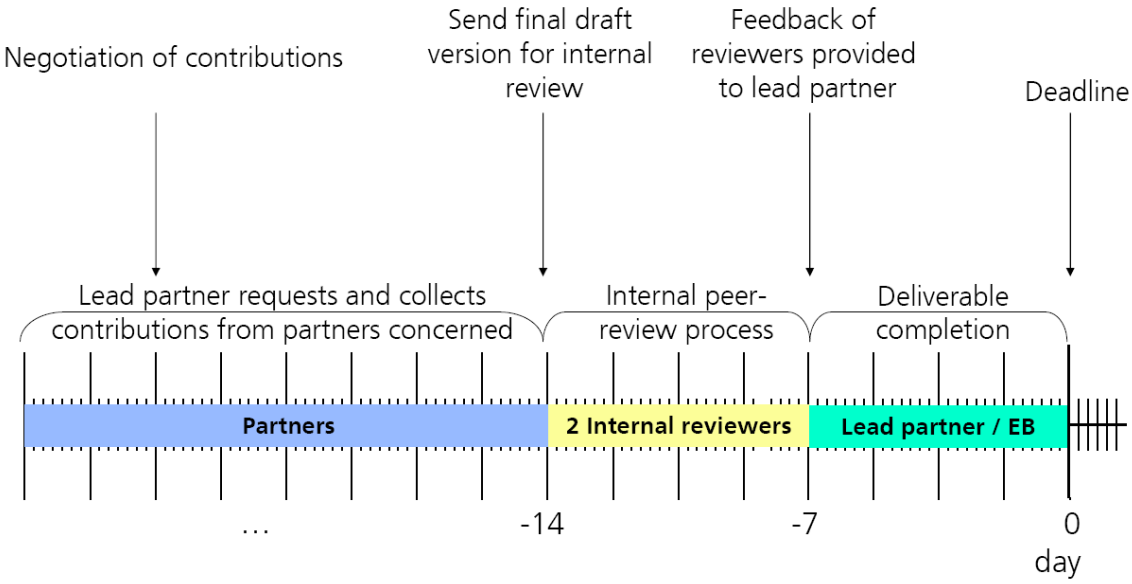

Figure 2: Process scheme

2.2. Prototypes

By prototypes we mean hardware devices, executable software/software source code, and probably health devices. The Technical Manager will coordinate the decisions on what development tools will be used as well as the methodology and supporting tools for version control, release management and change management. The involved software development partners have their own software engineering processes and methods. It is beyond the scope of this document to decide on the software engineering processes, including Software Quality Assurance (SQA), used. These will

be decided by the Steering Committee. In the present document we provide only general guidelines that may be adopted to improve the development process.

IOANNA prototypes need to be supported by a centralized and collaborative software development environment that allows the different developments to be integrated. This should allow all the partners who contribute to the software prototype and have access to the code and contribute to ease the integration. This is a significant step and is required to ensure the quality of the development process and to allow for effective monitoring of prototype evolution. At a later stage, once prototypes reach mature level, source code may be transferred on to open source code hosting solutions (e.g. SourceForge.net, GitHub, Google Code, etc.).

The prototype source code should include:

- tests to allow an automated verification of their functionality;
- built scripts to automate the building of prototypes;
- configuration examples to enable easy execution of the prototypes;
- use-cases to demo/showcase prototypes.

SLRO is in charge of setting up the development environment for the project integration. The infrastructure will be set up at the beginning of the integration activities and will be shared with the rest of the partners in order to guarantee an efficient collaboration among partners.

The software requirement reviewing task is a part of the documents review process explained above. The software engineering processes used in IOANNA will have similar features as the German V-Model. The V-Model is a process model for planning and executing IT development projects. The V-Model improves project transparency, project management and the probability of success by defining concrete practices with associated results and responsibilities. The V-Model is designed as guidance for planning and executing development projects, taking into account the entire system life cycle. It defines the results to be achieved and describes the actual approaches for developing these results.

Prototypes are not delivered to the AAL CMU commission as such. This is based on the assumption that the AAL CMU does not have the required environment, resources and data. The AAL CMU will thus not run, use, test or evaluate the delivered prototypes. In case the AAL CMU explicitly asks to test prototypes, we will provide information on how to obtain and run them.

IOANNA project involves a two cycle approach for results experimentation and take-up process. This is the main quality assurance process for prototypes.

A deliverable of type P = Prototype must be accompanied by a set of describing documentation. This documentation will be used as the main source for project progress and performance management, the main principle being that prototypes have not been delivered if documentation is missing!

Each prototype is delivered with a **Fact Sheet** that represents the deliverable for the prototype. The Fact Sheet includes the following sections:

- Availability and Contacts, which explains how to obtain the prototype and the person to be contacted in case of problems;
- Alignment with IOANNA that explains the position of the prototype
- In line with IOANNA objectives and general framework;
- Purpose and Functionality, which explains the purpose of the prototype and the functionalities provided;
- Requirements, which lists the software and hardware minimal requirements to run the prototype;
- Licensing, which reports the licensing policy of the prototype.
- Installation and Usage, which explains how to install and use the prototype.

In some cases where, part of the required documentation may be provided separately, this must also be referenced in the Fact Sheet that acts as the central point to collect and provide information on a software prototype.

The minimum requirements for documentation are:

- Supported functionality (with reference to requirements and specifications documentation)
- User guides
- User interface
- Requirements for technical environment and software platform
- An associated installation and configuration procedure

The same workflow: timing, activity and responsibility as for reports deliverables described in Section 2.1 applies also to prototypes.

2.3. Templates

To ensure that documents, deliverables and presentations follow the same structure a set of IOANNA templates have been created and published on the corresponding document server that is accessible by the partners.

2.4. List of deliverables for collaboration and peer review

The following table contains the deliverables that will be subject to internal project peer review, together with collaborators for each deliverable. GEO as the leader of the task T1.1 “Project Management” will assign reviewing tasks and responsibilities to IOANNA partners. Across WP approach will be used and the objective is to share the review work in correspondence to the WP resource allocation.

This structure has been designed to take into account the following considerations:

- Reviewer´s expertise regarding the topic.
- Resources available in the WP to carry out the task.

Table 2: Deliverable responsibilities

Del. n°	Deliverable Title	GEO	ANA	EL	ESKILARA	AGECARE	SLRO	IDEABLE
D1.1	Project management handbook	**Responsible**	Reviewer		Reviewer		Reviewer	Reviewer
D1.2	Risk management plan	**Responsible**	Reviewer		Reviewer		Reviewer	Reviewer
D1.3.x	Period progress report	**Responsible**						
D1.4.x	Period activity report – Cost statements	**Responsible**						
D1.5	Final project report	**Responsible**	Reviewer	Reviewer	Reviewer	Reviewer	Reviewer	Reviewer
D2.1	Design vision & user journeys	Reviewer						**Responsible**
D2.2	User requirements	Reviewer	**Responsible**					**Contributor**
D2.3	Concept design	Reviewer					Reviewer	Responsible
D2.4	Ethical & legal issues	Reviewer					**Responsible**	
D3.1	Concept and Architecture Design	**Responsible**					Reviewer	
D3.2	Integrated personalized&engaging front-end system for seniors, service providers and caregivers		Reviewer			Reviewer	Reviewer	**Responsible**
D3.3	Functionalities design and development	Reviewer		**Responsible**			Reviewer	
D3.4	1st integrated prototype	Reviewer	Reviewer		Reviewer		**Responsible**	
D3.5	2nd integrated prototype	Reviewer	Reviewer		Reviewer		**Responsible**	

D3.6	Test report	Reviewer			Reviewer		**Responsible**	
D3.7	Final product	Reviewer	Reviewer	**Responsible**	Reviewer	Reviewer	Reviewer	Reviewer
D4.1	Mock-up evaluation plan, design and lab tests	Reviewer				**Responsible**	Reviewer	
D4.2	Mock-up field tests and evaluation analysis	Reviewer				**Responsible**		
D4.3	First prototype pilot tests evaluation plan, design and lab tests	Reviewer				**Responsible**		
D4.4	First prototype pilot field tests evaluation analysis	Reviewer				**Responsible**		
D4.5	Second prototype pilot tests evaluation plan, design and lab tests	Reviewer				**Responsible**		
D4.6	Second prototype pilot field tests and evaluation analysis	Reviewer				**Responsible**		
D5.1	Dissemination strategy, materials, plans and project website	Reviewer			**Responsible**			
D5.2	Market analysis & socio-economic impact and potential	Reviewer			**Responsible**			
D5.3	First version of exploitation plans and strategies	Reviewer			**Responsible**			
D5.4	Intermediate business models	Reviewer			**Responsible**			
D5.5	Final version of business models and	Reviewer			**Responsible**			

	exploitation and continuity plans							
D5.6	Final report on dissemination activities and their impact	Contributor	Contributor	Contributor	**Responsible**	Contributor	Contributor	Contributor

2.5 External peer review of important documents

External peer review could be organised for particularly important deliverables if agreed by all partners. IOANNA partners will use their professional contact networks to identify suitable reviewers. The external peers will be asked to review the deliverables on a voluntarily basis and no fee will be paid.

2.6 Quality improvement actions

In case a deliverable is found to be of insufficient quality by the internal peer reviewer the process for recovery is planned as follows:

- Inform the deliverable leader and contributing partners of the improvements needed in writing by using MS Word track changes and commenting features.
- The responsible partners will consider the requests, rework and improve the deliverable. This work must be given first priority in order to avoid delays.
- In conflicting situations the partners will contact the WP leader for consultation and advice.
- If not solved, then the WP leader will take the issue to the Steering Committee (SC) as a member of the committee.
- The SC will analyse the situation and issue any recommendations for improvements and other actions.

3. Quality Metrics

As stated in the introduction section, quality metrics need to be set up in order to form a basis for comparing IOANNA scientific and technological objectives against project achievements.

3.1 Success Indicators for IOANNA overall objectives

In order to monitor the project achievements, a number of success indicators have been defined. IOANNA objectives and associated indicators are included in the DoW. The monitoring of success indicators and also project achievement against the objectives will be completed during the review process of each deliverable and in project meetings as described in the previous chapter.

The following table illustrates for each of the main IOANNA objectives some quantitative indicators which will be systematically monitored during the project.

Table 3: Success indicators

Objectives	Approach	Success criteria
Design in accordance with user needs	In order to investigate user needs, iterative user requirement analyses will be conducted. The results of these analyses will help identify whether user needs are met or not.	This objective will be measurable in terms of the extent to which the user experience matches the intended experience. Additionally, the measured user acceptance and usage statistics will indicate how much users are willing to use the developed platform.
IOANNA platform development and implementation	All the components of IOANNA will be developed, i.e. 1) personalized and engaging front-end system for seniors, 2) Tool for stores to update online their products, services or offers, 3) Services catalogue for end-users, 4) Feedback and reporting tool and 5) Advertisement and payment system	This objective will be measured by the functionality and stability of the developed software as well as its seamless interoperability. Hitting a target of 90% of the proposed functionality will be deemed to be successful.
User assessment and validation	Iterative user evaluations, using qualitative and quantitative methods, will be done throughout the project.	The success will be measured by gathering feedback from users on whether they felt that the way in which they were assessed was appropriate for the given context.
A viable business model	An early market analysis and a business plan will be done throughout the project in order to do necessary adjustments, taking into account market constraints and changes, as well as evolving user requirements. Contacts will be established with future clients, platform operators and service/information/ communication providers.	This objective will be measured by the opportunities, buys/sells or uses for the exploitation of IOANNA system.
Usage levels of IOANNA application	IOANNA system will provide several services in order to support the collaborative work for the elderly knowledge transference. The services will be 1) personalized and engaging front-end system for seniors, 2) Tool for stores to update online their products, services or offers, 3) Services catalogue for end-users, 4) Feedback and reporting tool and 5) Advertisement and payment system	This objective will be measured by the user feedback like the user satisfaction that will indicate the success of the developed services.
Technical maturity of services	IOANNA will provide services based on the user requirements with different profiles and suitable business cases.	The services are available in less than 2 years of development (and not later than 3 years after the project ends)

This is a first success indicators list that can be updated with new indicators if required later in the project.

3.2 Naming and identification conventions

The main principle in file naming is that the name should be self-explanatory. The naming principles below apply as far as possible to project documents, reports, presentations, file structure, web-pages and wiki files.

The naming convention for emails and documents is set as follows:

- When writing an email
  - [IOANNA] Title_of_the_email
- When writing a shared document
  - [IOANNA] Doc_Number_Title_of_the_doc vX entity_name
    - Where X is equal to the version number
- If it is a draft
  - [IOANNA] Doc_Number_Title_of_the_doc DRAFT
    - E.g. [IOANNA] D1_1_Project management and quality guidelines DRAFT
- If it is the final version
  - [IOANNA] Doc_Number_Title_of_the_doc FINAL
    - E.g. [IOANNA] D1_1_Project management and quality guidelines FINAL

3.3 Source code management

The source code versioning and management infrastructure for the integration activities will be provided by SLRO. The SVN repository, at this early stage of the project, is planned to be organized according to the Work Packages structure, i.e. it will contain a folder for each deliverable. The partner responsible for each deliverable will decide how to organize the code within its folder.

4. Dissemination material and knowledge transfer

This chapter outlines the quality assurance and acceptance procedure for dissemination and knowledge transfer outside IOANNA project, e.g. journal papers, conferences and workshop presentations, clustering activities, project web-site and project presentation material.

4.1 Dissemination channels

IOANNA features a whole task, Task 5.1 of WP5, dedicated to impact creation. Work Package 5 defines the strategies and action plans for project impact creation through the following actions:

- Dissemination of scientific and business related results
- Exploitation of results
- Training activities
- Consultation with external communities and EU coordinated activities

The project's dissemination strategy and specific dissemination plans will be built cyclically during the project, following an iterative approach. This will include the IOANNA "branding" (logos, mission statement, formal project presentation, collaborative website, etc.).

D5.1 Dissemination strategy, materials, plans and project website (ESKILARA, M4) describe the dissemination strategies and will report on achievements, as part of WP5.

4.2 Principles and mechanism for quality assurance

The following section outlines the principles for quality assurance regarding material disseminated outside IOANNA project.

4.3 Encourage dissemination

A formal acceptance procedure for journal papers, conference, workshop presentations and clustering activities has been established in the Consortium Agreement. Before a partner decides to publish a document, that partner must make a consultation in order to know the rest of the consortium´s opinion. The reason of this consultation is to be sure that the publication will not affect the success of the Exploitation Plan, or reveal information that may affect their normal development. Despite this consultation, partners are encouraged to submit papers to various events and journals as mentioned. IOANNA will rely on the professional skills and ambitions of partners to produce quality results. In order, to achieve sufficient quality level, partners need to honour the following principles:

- Give credit to the partners or person who is the actual and real creator of the results. Partners' trust.
- Share writing responsibilities among several IOANNA partners.
- Grant access to papers and presentations internal to IOANNA consortium.
- Inform relevant partners of plans regarding specific dissemination activities.
- Avoid duplicate submission on the same topic to the same event or forum.

- Prefer events with a reviewing and acceptance procedure based on a peer reviewing process of full papers.
- Sensitive information specific to a partner must be checked with the relevant partner before submission.
- Support IOANNA internal training by giving access to dissemination material, within the limits of publication copyright rules.

4.4 Project Presentation Material

Project presentation material includes the IOANNA website www.ioanna-project.eu all printed material such as brochures and posters.

In order to achieve a sufficient quality level, partners need to adhere to the following principles when producing presentation material;

- Always check with and consult at least one other partner, preferably the relevant WP leader.
- Sensitive information specific to a partner must be checked with the relevant partner before release.

5. Conclusions

The purpose of this document is to establish the baseline procedures, for controlling quality and monitoring the implementation IOANNA project.

Observing these matters will ensure proper performance and development of the project, ultimately achieving the intended service models described in the proposal, establishing a long term healthy self-feeding model for older adults and contributing to a better autonomous ageing.

The participation of the consortium as a whole in observing the project implementation will be encouraged by the Coordinator along the duration of the project.

Finally, the present document is open to new updates when demands of partners or the necessities of the project may affect the success of the Quality Plan.