D1.1 Project Quality Plan

WP1 - Project Management & Quality Control

Deliverable number: D1.1
Author(s): Paulo Ferreira
Author'(s') affiliation (Partner short name): INESC ID

This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 635266

Deliverable No.		**D1.1**	
Workpackage No.	**1**	Workpackage Title	**Project Management & Quality Control**
Task No.	**Task 1.1**	Task Title	**Project and technical coordination**
Date of preparation of this version:		**27/11/2015**	
Authors:		Paulo Ferreira	
Status (F: final; D: draft; RD: revised draft):		**F**	
File Name:		**D1.1-PQP-Final**	
Version:		**4.0**	
Task start date and duration		**01/06/2015 – 31/05/2016**	

Revision History

Version No.	Date	Details
1.0	30/10/2015	1st draft version
2.0	13/11/2015	First version that was shared with the consortium for feedback
3.0	20/11/2015	Near-complete document, shared with consortium for feedback
4.0	27/11/2015	Last version

Reviewers List

Name	Company	Date
All TRACE partners	NA	Nov 2015

Contents

1 Executive Summary 5
2 Introduction 5
3 Objectives of WP1 6
4 Management and Coordination Structure 7
4.1 Project Management Board 7
4.2 Technical Steering Committee 8
4.3 Quality Assurance Manager 11
5 Internal Communication 11
5.1 Meetings 11
5.2 Minutes of Meetings 12
5.3 Lists of Emails 12
5.4 Tools for Sharing and Collaboration 13
6 External Communication 13
6.1 Website 14
6.2 Social Media 14
7 Deliverables and Milestones 15
7.1 Purpose 16
7.2 List of Deliverables 16
7.3 Deliverables and Submission Procedure 18
7.4 Milestones 19
8 Periodic Technical and Financial Reporting 20
8.1 Contractual Obligations 20
8.2 Periodic Technical Reporting 20
8.3 Periodic Financial Reporting 20
9 Risks Follow-Up 21
9.1 Initial Risks Identification 21
9.2 Risks Identification, Evaluation, and Monitoring 21
10 Task Execution Monitoring 25
10.1 Tasks Monitoring and Reporting 25
10.2 Key Performance Indicators 25

11 Project Identity and Documents Templates 26
11.1 Project Logo 26
11.2 Document Templates.. 26
11.2.1 PPT 27
11.2.2 Word.. 27
11.2.3 Meeting Minutes 27
11.2.4 Roll-up Poster.. 27
12 Contact Persons 27
12.1 INESC ID Main Contacts 28
12.2 Contacts of other TRACE Members 28
13 Conclusion.. 30
Apendix 1. Template for TEM Report.. 30

List of Figures

Figure 4-1 – Internal management structure 7
Figure 4-2 – Global management structure 10
Figure 3 – Timeframe for deliverables. 18
Figure 11-1 – TRACE logo 26

List of Tables

Table 4-1 – List of work packages 8
Table 4-2 - Constitution of the PMB 9
Table 7-1 – List of deliverables 16
Table 7-2 – List of milestones 19
Table 9-1 – List of risks and mitigation measures. 21

1 Executive Summary

This document is an internal guide for consortium partners, gathering in a single document essential information about collaborative tools, internal and external communication channels, good practices for deliverables preparation, formal reporting, etc. It will be further updated as deemed necessary during project execution, to support partners adequately.

This document is structured as follows. The next two sections provide a short description of the TRACE project and the main aspects of Work Package 1 (WP1), respectively. Section 4 describes the management and coordination structure of TRACE. Section 5 and 6 present the most relevant aspects regarding internal and external communication in TRACE, respectively. Sections 7 and 8 describe the deliverables, milestones, and periodic technical and financial reports that are scheduled. Section 9 presents the risks and Section 10 the main actions regarding tasks performance monitoring. Section 11 presents the most relevant issues regarding TRACE identity and templates. Section 12 lists the mains names and contacts points of TRACE. Finally, Section 0 presents some final conclusions.

2 Introduction

This project will explore the potential of walking and cycling tracking services to promote walking and cycling mobility. TRACE will focus on established walking and cycling promotion measures and thoroughly assess the potential of ICT based tracking services to overcome barriers to implementation and finding new factors driving the effectiveness of those measures.

Through specific research, the related ICT challenges like scheme dynamics, privacy, trust, low-cost, interoperability and flexibility will be tackled for each type of measure. It will be established measures to promote walking and cycling travel to workplace, shopping, school and leisure.

Both the ability that tracking tools may have to address traditional challenges of these measures as well as their potential to bring new features in the fields of awareness raising, financial/tax incentives, infrastructure planning and service concepts.

A common, flexible and open access tool will be developed to provide an ICT input and output platform that addresses the related ICT challenges. Over this platform it will be easy for anyone to build products based on tracking services tailored to the requirements of the specific measures. This project will develop and test a representative set of such products in real measures underway. These test cases will at the same time validate and provide additional inputs for the project's research issues and trigger the widespread of tracking services to support walking and cycling measures in Europe.

Users, policy makers and walking and cycling practitioners and final users will be deeply involved in all stages of the project.

TRACE's identity comes from the realization that the emergence of tracking-enabling technologies and their market uptake opens a window of potential for cycling and walking tracking-based solutions to increase cycling and walking. New as they are in the market, the possible uses of these technologies are still depending on further developments which manage that potential. There are still theoretical and practical knowledge limitations of various types that are constraining a higher uptake.

TRACE aims to lead the progress on this knowledge and to quickly and widely spread it to the relevant players: cities, national/regional authorities, local stakeholders potentially benefiting and relevant business players. TRACE will achieve so in several ways:

- By providing an open knowledge base on cycling and walking tracking potential, challenges, solutions and benefits that can be consulted and applied by stakeholders
- By providing (open access) tools addressing fundamental ICT challenges which can be used by market-oriented application developers
- By developing market oriented tools that will be used by the TRACE sites and could be used anywhere else
- By running a set of 8 pilot cases which will become (successful) examples for other sites to follow
- By using the consortium's network of cities and stakeholders, including the project followers, as well as umbrella organizations (besides the participant POLIS) of relevant stakeholders (like CIVINET), to convey TRACE's messages and tools
- By setting up web-based communication channels and using related information platforms (e.g. ELTIS) to widespread news and project outputs
- By directly involving partners which will be commercially interested in developing top-notch tools and spreading the most their application towards cycling and walking promotion

3 Objectives of WP1

Work package WP1 (in which this document is included) coordinates and manages the project, both technically and administratively, and oversee the relationships and the communication between project contractors and the EU (European Commission). Namely, the main issues addressed are:

- Support the objectives of the H2020 program as pursued by this project.
- Ensure the quality and timely production of the project's deliverables.
- Define and oversee the logistics of the project.
- Setup and manage a repository of software and reports, as well as the web site of the project.
- Define and supervise the data management plan.

One of the key components of the TRACE project is its effective management, which includes both technical and administrative management. The strategic technical issues are discussed in periodic project meetings. In addition, task leaders and WP leaders will arrange meetings much more frequently as required by the specifics of the corresponding task and/or WP, so that their progress is ensured. Obviously, the project management activities also involve a focus on ensuring ongoing successful collaboration between the partners as well as with other EU-related projects, and with the community. The leader institution (INESC ID), in particular, the Project Coordinator, also has the responsibility for the quality of all project deliverables (both content and form). This work package spans the full lifecycle of the project, from month 1 to month 36.

4 Management and Coordination Structure

The lean management structure in TRACE reflects the fact that the consortium maintains focused goals and has balanced activities among its members. However, the management of research has its own associated challenges:

- to empower and maintain focused activity on agreed goals;
- to maintain the creativity and enthusiasm of the team;
- to control and monitor the directed application of resources.

This section describes the most relevant aspects regarding the project management structure.

4.1 Project Management Board

The project management in TRACE has the main goal of ensuring that the goals of the project are effectively attained on time, according to the plan, while respecting the budget. The overall objective is to help the project output to be of high quality. Thus, we have a sound and efficient decision making, execution and control process with clear responsibilities given to each partner, with the corresponding accountability, involvement and commitment.

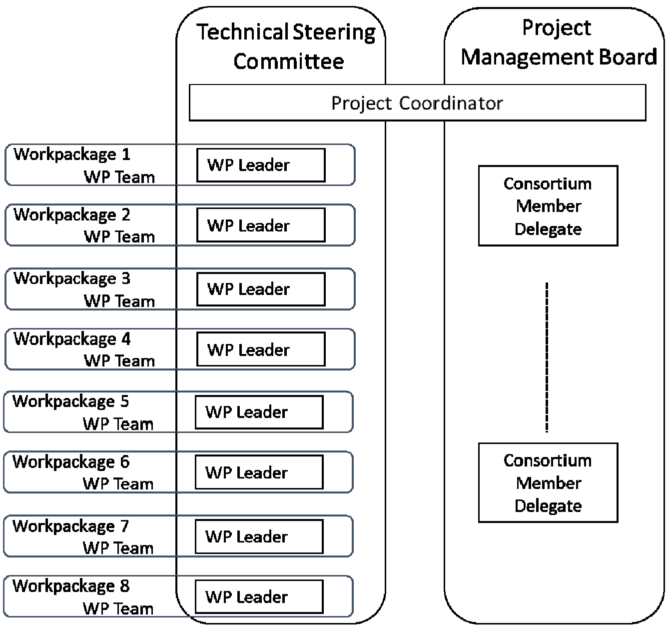

Figure 4-1 – Internal management structure

The management and overall coordination of TRACE will be carried out in WP1, covering management and coordination activities. The project management structure (see Figure 4-1) includes a Project Management Board (PMB) and a Technical Steering Committee. Both are chaired by the Project Coordinator, Prof. Paulo Ferreira from INESC-ID.

Thus, the coordinator's main responsibilities are the following:

- Ensure the project's deliverables quality and the process leading to them,
- Manage the project's decision-making process,
- Chair the Project Management Board (PMB) and the Technical Steering Committee (TSC), leading the set of activities to be carried out by these committees,
- Coordinate technical/support activities amongst work-packages,
- Serve as the only interlocutor of the Consortium with the European Commission,
- Act as the Financial Officer within the Consortium and manage the preparation of financial statements for the Commission).

Regarding technical issues, the project is organized in several work packages (WPs). Each WP addresses a specific area of work which results from contributions from each participant. Members present their contributions for formal adoption, by the group. Each WP will be coordinated by a WP leader. When needed, each WP is further subdivided into tasks, each having a Task Leader responsible for the coordination.

4.2 Technical Steering Committee

The technical coordination among WPs will be handled by the Technical Steering Committee (TSC), which will be composed of all WP leaders (presented in Table 4-1) and chaired by the Project Coordinator. Daily operations will be managed by Work Package Leaders (WPLs).

Table 4-1 – List of work packages

Work Package Name	Work Package Leader Institution	Work Package Leader Name
Technical Coordinator (chair of the TSC)		Paulo Ferreira
WP1: Project Management & Quality Control	INESC-ID	João Barreto
WP2: Assessing the potential and conditions for applications in behaviour change initiatives	M21	Jan Christiaens
WP3: Tracking for planning: research towards tracking data analysis and planning	TIS	João Bernardino
WP4: Overcome the ICT challenges	INESC-ID	João Barreto
WP5: Development of tools and applications for behaviour change and planning	Breda	Rob Temme

WP6: Implementation of pilots	SRM	Giuseppe Liguori
WP7: Evaluation of pilots and update of knowledge base	LuxMobility	Patrick van Egmond
WP8: Dissemination and communication	POLIS	Karen Vancluysen

The project work plan strategy has been structured in such a way that interfaces between WPs are well defined and tasks can be conducted in parallel. Reporting and progress reviews are regularly planned, ensuring the evaluation of challenges and risks to progress and shared views of the best ways to tackle them.

The TSC is responsible for: i) the implementation of the directives of the PMB, ii) the guidance and monitoring of the technical work packages, and iii) the coordination among WPs, the timely preparation, approval and forwarding to the EU of the deliverables produced by the WPs, and iv) the resolution of conflicts amongst WPs.

All partners are responsible for managing their technical and financial aspects of the project. These responsibilities are exercised by the participation of every partner in the PMB which has the ultimate responsibility for collective decision making. The PMB is formed by a set of delegates, one from each consortium member, each assigned by the corresponding project partner (see Table 4-2).

Table 4-2 - Constitution of the PMB

Participant Short Name	Delegate to the PMB
INESC-ID	João Barreto
TIS	João Bernardino
M21	Jan Christiaens
Polis	Karen Vancluysen
FTTE	Zoran Radmilovic
LuxM	Patrick van Egmond
IJsberg	Roelant Reizevoort
Breda	Rob Temme
Águeda	Célia Morais Laranjeira
EAP	Ina Karova
SRM	Giuseppe Liguori
SSBC	Neil Hoskins

As already mentioned, the PMB will be chaired by the Project Coordinator who will be making the administrative liaison with the EU.

All partners in the project participate in management activities; thus, each consortium member has a part of their manpower allocated for management. Each delegate in the PMB has the authority to make decisions on behalf of their organizations reading the overall strategy and resources allocated to the project.

It is the PMB's responsibility to determine the strategic direction of the project. Thus, the PMB is be in charge of the high level management of the project, addressing all the administrative, contractual and financial matters. The PMB also takes all important decisions related to the contractual execution (e.g. contract changes or re-negotiation, change of consortium configuration, reallocation of work, responsibilities and man-power between contractors, settlement of problems or differences between contractors).

The PMB's work is enabled by delegating some functions and authority to the WPLs. These assume the day-to-day responsibility for the progress of the project, and report in every PMB meeting (see also Section 10.1 regarding tasks performance monitoring).

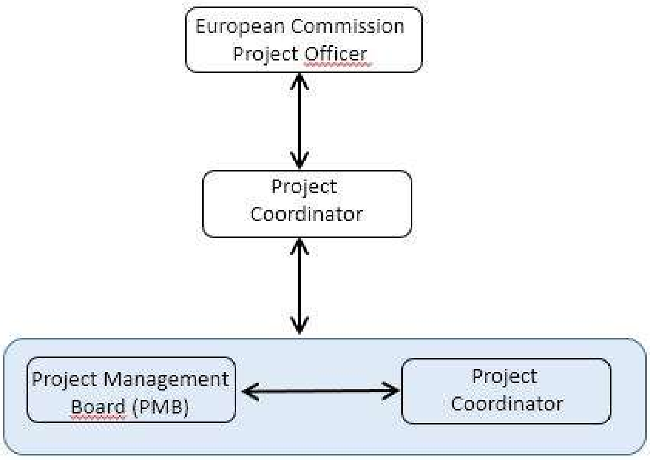

Figure 4-2 – Global management structure

The Project Coordinator, acting as the representative of TRACE's prime contractor, will be the permanent reference point of the project on a day-to-day basis regarding both the contractors and the EU (see Figure 4-2). The project coordinator is in charge of the overall project organization, planning and reporting. Thus, in particular, the project coordinator will take care of: chairing the PMB and TSC, reporting to and serving as the administrative liaison with the EU, coordinating all activities, monitoring the progress and workload consumption, detecting any deviation and setting corrective actions (the PMB will be involved if necessary), organizing and chairing the PMB meetings, and following up on implementation of its decisions. In some cases, if needed, the PMB may create Task Forces to solve specific, well-focused and defined problems, for a limited period of time. Such Task Forces will be formed by experts chosen from project participants.

To make sure the project is correctly executed within the 36-month duration, there will be pre-determined control points to assess its evolution. These control points, or milestones, are listed in Section 7 where Table 7-2 enumerates the major milestones, given their particular importance.

4.3 Quality Assurance Manager

The TRACE Quality Assurance Manager (QAM) is responsible for the implementation of quality procedures established with this Project Quality Plan. Together with the Project Coordinator, the QAM will continuously guide, track and monitor the quality of project's activities, and products in terms of compliance to TRACE quality standards. The QAM ensures that the objectives are met on time and ensure the quality of the final product (considering quality the fulfilment of initial requirements). Given that this quality assurance is INESC ID responsibility, the QAM is Prof. Luis Veiga, who is a senior researcher at INESC ID. This choice has the agreement of all TRACE beneficiaries.

5 Internal Communication

This section presents the most important procedures and tools used to support internal communication between the TRACE partners with a focus on the meetings, the corresponding minutes, list of emails, and shared repository.

5.1 Meetings

In TRACE, there are periodic meetings of both PMB and TSC to check and supervise the advances of the project:

- The PMB physically or virtually meets at least twice every 12 months, in line with the proposed reporting period of 12 months.
- TSC meetings take place quarterly, twice via video/phone conferencing and twice via an organised meeting.

These meetings are organized in a format that allows to best reach each meeting's specific goals. We expect that most meetings to be structured as a small workshop allowing each partner to present the status of the project (e.g. specific architectural aspects or security solutions), as well as to refine the work-plans and partner responsibilities. Regarding the detailed technical and organizational work, the interactions between the partners will be done between meetings using the available communications infrastructure (e.g. e-mail, TRACE's website, group audio/video conferencing facilities).

The decisions made by the PMB will be done according to the procedure described in the Consortium Agreement. In short, this procedure says that the PMB shall not deliberate and decide validly unless members holding a total of two-thirds of the total number of votes are present or represented (quorum); each member shall have the number of votes as expressed in that document (Section 6.3.3.2) and decisions shall be taken by a 2/3 (two-thirds) majority of the votes cast (Section 6.3.3.4).

Within the scope of each WP, there are periodic meetings organized taking into account the specific work to be carried out and the corresponding needs. We envisage two kinds of WP meetings: i) planning meetings, in which all relevant decisions about the work to be carried out within the WP will be taken, and ii) integration (or hands-on) meetings, where each WP member will work, side by side, in front of terminals, to integrate and finalize their contributions.

For each meeting there is an agenda that specifies the topics to be addressed; accordingly, some partners will be requested to provide a summary of:

1. The work done so far, per WP / task (bullet list).
2. The work planned for the near future, per WP / task (bullet list).
3. Noticeable dissemination, exploitation, communication actions, and noticeable collaboration (inc. collocations) with other partners.

Partners are provided with an up-to-date power point template and a reminder of the agenda, as far as possible by the end of the week preceding the meeting. All partners are expected to be represented during the meeting. Thus, the date will be arranged by means of a doodle in which all express their availability. Note that the main PI / contact person may not be present; however, at least one person from each organization should attend, unless when exceptional situations make it impossible.

5.2 Minutes of Meetings

For every meeting there is the corresponding minutes. These are written by the meeting leader or by some other participant mutually agreed. Such minutes are made available to all partners in the TRACE shared repository.

5.3 Lists of Emails

The mail lists are managed by INESC ID. These are created and modified according to the specific needs of TRACE. Currently, the mail existing lists are the following: TBC

trace-consortium@gsd-inesc-id.tecnico.ulisboa.pt – mail list including all participants from all beneficiaries

trace-consortium-wp1@gsd-inesc-id.tecnico.ulisboa.pt - mail list including all participants from all beneficiaries involved in WP1

trace-consortium-wp2@gsd-inesc-id.tecnico.ulisboa.pt - mail list including all participants from all beneficiaries involved in WP2

trace-consortium-wp3@gsd-inesc-id.tecnico.ulisboa.pt - mail list including all participants from all beneficiaries involved in WP3

trace-consortium-wp4@gsd-inesc-id.tecnico.ulisboa.pt - mail list including all participants from all beneficiaries involved in WP4 trace-consortium-wp5@gsd-inesc-id.tecnico.ulisboa.pt - mail list including all participants from all beneficiaries involved in WP5

trace-consortium-wp6@gsd-inesc-id.tecnico.ulisboa.pt - mail list including all participants from all beneficiaries involved in WP6

trace-consortium-wp7@gsd-inesc-id.tecnico.ulisboa.pt - mail list including all participants from all beneficiaries involved in WP7

trace-consortium-wp8@gsd-inesc-id.tecnico.ulisboa.pt - mail list including all participants from all beneficiaries involved in WP8

All these mail lists are hosted at INESC ID. Other lists can be easily created according to specific needs.

5.4 Tools for Sharing and Collaboration

For the purpose of exchanging TRACE related electronic documents, the consortium uses a cloud solution based on google drive. Thus, all relevant documents can be found in the TRACE shared repository:
https://drive.google.com/drive/u/0/folders/0B3LjNtgWkXwufnRXVHdjYzZyWGlBcHJBdXdrSVVvbGhtUFhNQUNEZTlLOFhfN2VsY3JSc3M

The current folders are related to the activities that have been done already as well as those going-on: WPs, list of deliverable and milestones, logo and related image files, deliverables, etc. Obviously, being a working tool, the set of folders and files changes as needed.

6 External Communication

A dedicated set of tools will be developed (some have already been done) to support the promotion of the project and the dissemination of its results. The following products are envisaged:

- **Project identity**: a project logo will be developed along with a graphic charter, document and presentation templates; these will give the project a common and recognizable brand throughout its communication activities.
- **Project leaflet**: the TRACE leaflet will serve as the project's business card to the outside world, presenting at a glance and to a wide range of target groups the project objectives, expected results and partnership.
- **Biannual e-newsletter**: twice a year, the TRACE electronic newsletter will keep an interested community informed on the project’s progress and intermediate results. Special attention will be paid to the demonstration activities of the respective TRACE sites. It will be possible to subscribe to the newsletter through the project website, and the newsletters will also be sent out to the Polis contact database.
- **A roll-up poster** presenting the project in a few keywords and referring to the project website for more information, will be produced for promotion purposes at relevant events across Europe.

6.1 Website

The TRACE website (www.h2020-trace.eu) serves as the project's main gateway to the outside world. It provides detailed information on activities, developments, partners and outputs, showcase the TRACE sites, point to the sites' applications and online tools, and provide links to the project's social media activities. In shirt, this website is the primary online portal and communication point between the TRACE consortium and the outside world.

Website content is written with the educated public in mind. It is informative, interesting, and capture the imagination of the public.

The updating process is user friendly and does not require specialised skills and the content management system allows for the easy creation of new pages, inclusion of new text, image and video content. The website also include links to dedicated TRACE pages on social media, i.e. LinkedIn, Twitter, and Flickr.

It is the responsibility of Polis (leader of WP8) to edit content in such a manner that it achieves these goals. It is the obligation of all consortium partners to alert the Polis (the website administration) in the event that they conduct relevant activities. Content standards for spelling and grammar are in line with British English. The public website is accessible to anyone.

6.2 Social Media

Social media channels are a key factor in the development of public imagination, brand image, and interest in on-going activities associated with a project. It is standard corporate procedure to engage in lateral, comment friendly interactions with the general public and their peers. By using social and digital media, the project aims to fulfil the following objectives:

- Maximise the return on investment by steering additional traffic to the TRACE website;
- Complement traditional communications channels e.g. printed publications, events, press outreach and targeted mailings;
- Give an informal, 'human' voice to TRACE to promote comprehension of and engagement with the project;
- Provide a low-barrier channel for audiences to interact with TRACE;
- Monitor mentions of TRACE, project partners, project outcomes and other important activities;
- Engage with our critics and influencers on key issues and amplify positive comments;
- Provide on-site and live coverage of key events for those who cannot attend.

Thus, the following groups, accounts and sites are up and running or planned:

- A TRACE LinkedIn group has been established to reach out to and encourage discussion among an interested professional community of mobility and ICT experts;
- The TRACE Twitter account is used for sending out short and snappy messages on project milestones, and for live reporting from relevant events;

- The TRACE sites will set up local Twitter and Facebook accounts to engage with local stakeholders and citizens that are using the tracking applications. This will also be an additional useful tool to collect relevant feedback from these users.

The aim of the TRACE LinkedIn group is therefore to:

- Enable knowledge transfer between local authorities and other urban transport stakeholders on TRACE related topics
- Share experiences and enhance collaboration
- Keep in touch with peers
- Keep up to date with advancements in the project
- Announce events.

The TRACE LinkedIn Group can be accessed at: https://www.linkedin.com/groups/TRACE-Project-8389240/about

Twitter is a microblogging platform that allows users to post short messages and chat with other users via their phones or web browsers. Unlike email or text messaging, these conversations are in the open. Twitter has the potential to deliver many benefits in support of a project's communications objectives. Tweets will contain:

- The latest news from the project
- News and pictures from meetings or workshops
- Relevant key statements and facts
- Pictures of TRACE activities in cities
- Retweets from related twitter accounts of initiatives, partners, cities and projects

The TRACE Twitter account is: @TRACE_project. The TRACE Twitter page can be consulted at: https://twitter.com/TRACE_project. The latest tweets are also visible through a Twitter feed on the TRACE website homepage.

Flickr is a photo and video management and sharing website. Users can upload their digital images, organise them in a centralised location and then choose to share them. Flickr is used within the project as a photo database for partners to upload and share images amongst each other. The project will continuously source images and pictures from the TRACE pilot sites, activities and meetings, with the aim of establishing a small but relevant database of high quality, printable and copyright-cleared pictures, which can be used in TRACE's communication tools. TRACE Flickr page can be visited at: https://www.flickr.com/photos/134018894@N05/. It is also possible to reach the TRACE Flickr page from the TRACE website homepage.

7 Deliverables and Milestones

This section presents the list of deliverables and milestones planned in TRACE along with the set of measures taken to ensure the reviewing of the documents and the corresponding timeframe.

7.1 Purpose

Deliverables are among the most visible outcomes of the project. Their statement, including delivery date, give indications to partners about what can be expected from others, and when it can be expected.

In addition, deliverables are one of the main means for the UE to evaluate how the project implementation is going-on, whether the progress is satisfying, and whether outcomes are in accordance to the claimed efforts. In particular, experts hired by UE can periodically review the project status and progress, and base their evaluation on the content of deliverables produced in the reviewed period.

The TRACE consortium is contractually tied to deliver, in the planned timeframe, the deliverables listed in Table 7-1. Deviations with respect to the delivery time, or even with respect to the content, may occasionally happen – however shall this happen (or be expected), it is of high importance to notify the coordinator (and the consortium) as early as possible, so that the information can be passed to the UE project officer. Should the deviation be slight, with duly justifications, and none to limited impact, it is expected to simply be acknowledged by the EU project officer. In case the deviation is more substantial, and related impact be more important, dedicated mitigation actions should be identified and discussed with the consortium, before the situation is communicated to the project officer for further discussion and formal agreement regarding how to address it.

7.2 List of Deliverables

The list of deliverables is indicated in Table 7-1 along with the corresponding lead beneficiary (main author of the document) and the lead reviewer (more details in Section 7.3).

Table 7-1 – List of deliverables

Number	Title of Deliverable	Lead Beneficiary	Relative Number in WP	Due Date (in months)	Lead Reviewer	Due Month
D28	Stakeholder assessment toolkit	MOBIEL 21	D2.4	2	INESC ID	Jul-15
D22	Dissemination Strategy	POLIS	D8.1	3	INESC ID	Aug-15
D26	Project website	POLIS	D8.5	4	INESC ID	Sep-15
D1	Project quality plan	INESC ID	D1.1	6	TISPT	Nov-15
D10	ICT Architecture Specification Draft	INESC ID	D4.1	6	TISPT	Nov-15
D5	Assessment of the potential and conditions for use in behaviour change initiatives	MOBIEL 21	D2.1	9	POLIS	Feb-16

D8	Information and guidelines on using tracking data for planning	TISPT	D3.1	9	LuxMobility	Feb-16
D9	Specifications for the development of tracking tools	TISPT	D3.2	9	LuxMobility	Feb-16
D6	Guidelines for campaign design using tracking services	MOBIEL 21	D2.2	10	Breda	Mar-16
D7	User requirements for tracking services aiming at behaviour change	TISPT	D2.3	10	Águeda	Mar-16
D12	Delivery of at least two full functioning and well documented open access basic modular tools	INESC ID	D5.1	11	TISPT	Apr-16
D23	Bi-annual newsletters 1 and 2	POLIS	D8.2	12	LuxMobility	May-16
D11	Preliminary Prototypes of integrated solutions	INESC ID	D4.2	16	MOBIEL 21	Sep-16
D17	Pilot implementation strategy in pilots	SRM	D6.1	18	MOBIEL 21	Oct-16
D19	Evaluation plan, describing the evaluation framework and the data collection requirements	LuxMobility	D7.1	18	IJSBERG Holding BV	Oct-16
D13	Positive Drive tool	IJSBERG Holding BV	D5.2	20	Breda	Fev-2017
D14	Bike and walk to school tool	MOBIEL 21	D5.3	20	Breda	Fev-2017
D15	Open track and score tool targeted at stimulating biking to shops.	INESC ID	D5.4	20	SSBC	Fev-2017
D16	Tool for analysing the data from D5.1 to D5.4 and other tracking data for mobility planning purposes	TISPT	D5.5	20	FTTE	Fev-2017
D24	Bi-annual newsletters 3 and 4	POLIS	D8.3	24	MOBIEL 21	Jun-17
D18	Report on activities and results in pilots	LuxMobility	D6.2	31	EAP	Jan-18

D20	Evaluation report	LuxMobility	D7.2	33	IJSBERG Holding BV	Mar-18
D21	Updated information and guidelines package	POLIS	D7.3	35	SRM	May-18
D27	TRACE Toolkit	POLIS	D8.6	35	MOBIEL 21	May-18
D2	Coordination and meetings report	INESC ID	D1.2	36	MOBIEL 21	Jun-18
D3	Project repository report	INESC ID	D1.3	36	TISPT	Jun-18
D4	Data Management Plan	INESC ID	D1.4	36	FTTE	Jun-18
D25	Bi-annual newsletters 5 and 6	POLIS	D8.4	36	IJSBERG Holding BV	Jun-18

7.3 Deliverables and Submission Procedure

To ensure the high quality of deliverables, a cross-review procedure will apply, coordinated by the PO and the QAM, involving the partners. The proposed approach tries to split in a fair way (somehow in proportion to overall partner's involvement in the project), and in a sound way in the sense that deliverables cross-review is allocated to partners having, as much as possible, related expertise (or at least proximity) and/or interest.

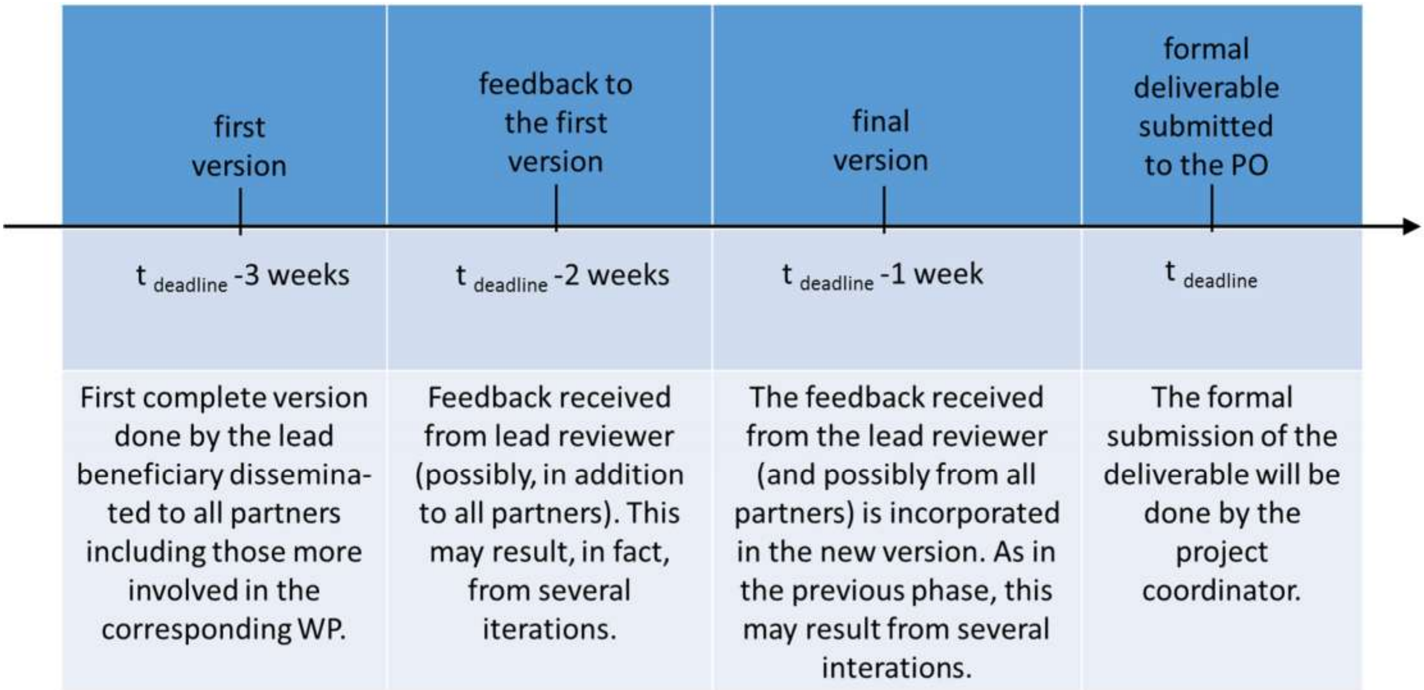

Figure 3 – Timeframe for deliverables.

As a general guidance, the timeframe shown in Figure 3 should apply for the cross-review process and submission of deliverables.

For each organization identified as the lead reviewer for a deliverable, it is expected that at least 1 person will carry out an in-depth review of the document.

Review feedback shall first focus on the content: soundness, readability, proper coverage of what the deliverable is supposed to report on. Then, the review feedback should additionally report on typos, formatting, and overall appearance. Obviously, this should remain secondary: the purpose of the cross-review is indeed not just to run a spelling and grammar check.

7.4 Milestones

As already mentioned, to make sure the project is correctly executed within the 36-month duration, there will be pre-determined control points to assess its evolution. These control points, or milestones, are listed in Table 7-2.

Table 7-2 – List of milestones

Number	Title of Milestone	Lead Beneficiary	Work Package No.	Due Date (in months)	Due Month
M1	M2.1 - Sending of surveys to stakeholders	MOBIEL 21	2	4	Sep-15
M4	M3.1 - Identification of stakeholders' needs for cycling and walking planning	TISPT	3	5	Nov-15
M2	M2.2 - Workshop with Take Up Groups	MOBIEL 21	2	7	Jan-15
M5	M3.2 - Workshop on indicators and redefining planning approaches	TISPT	3	7	Jan-16
M14	M8.1 - TRACE Take-Up Group meetings (months: 7, 19, and 31)	POLIS	8	7	Jan-16
M3	M2.3 - Finalization of specifications for behaviour change tools	MOBIEL 21	2	10	Apr-16
M6	M3.3 - Finalization of specifications for tracking for planning tools	TISPT	3	10	Apr-16
M7	M4.1 - Finalization of ICT prototypes of integrated solutions	INESC ID	4	16	Oct-16
M8	M5.1 - Finalization of first versions of tools for testing	Gemeente Breda	5	18	Dec-16

M10	M6.1 - Realization of pilot implementation strategies	SRM	6	18	Dec-16
M12	M7.1 - Conclusion of evaluation plan	LuxMobility	7	18	Dec-16
M15	M8.2 - Mid-term validation seminar	POLIS	8	18	Dec-16
M9	M5.2 - Finalization of tools	Gemeente Breda	5	20	Fev-2017
M11	M6.2 - Start of pilots	SRM	6	22	Apr-17
M13	M7.2 - Finalization of evaluation	LuxMobility	7	33	Mar-18
M16	M8.3 - Final conference and training workshop	POLIS	8	36	Jun-18

8 Periodic Technical and Financial Reporting

This section addresses the periods and means for reporting both technical and financial.

8.1 Contractual Obligations

The continuous reporting data is to be uploaded to the EU SYGMA web site portal according to the list of deliverables (see Table 7-1). In addition to the upload of such documents in due time, there are the following reporting periods: i) first half of the project, i.e. reporting period number 1 enclosing the period from month 1 to month 18, and ii) second half of the project, i.e. reporting period number 2 enclosing the period from month 19 to month 36. Thus, according to the EU SYGMA web site portal, the first review is scheduled to month 20 (in Brussels) and the second review is scheduled to month 36 (local to be decided).

8.2 Periodic Technical Reporting

The periodic technical reporting should take the form of a document similar to a deliverable, reporting activities at task level, with details about the resulting contribution. The content must not be a repetition or copy-paste of deliverables content; instead, it must summarize the achievements, issues encountered and the way issues have been addressed. Any deviations shall be documented. Thus, all beneficiaries must follow the guidelines described in Section 10.1 on tasks monitoring and reporting.

8.3 Periodic Financial Reporting

Detailed financing reporting (other costs in particular – procurements, travels, etc.) should be reported by each partner directly on the UE website (link to be provided to partners in due time). The reported financial information is usually thoroughly scrutinized by UE, and it is frequent to have UE financial services coming back to the consortium with many clarification requests. This results in delays for the corresponding interim payment, that can build up to several months – which can put at risk the activities of certain partners. It is important and highly recommended to carefully document and keep track of every TRACE related expenses, in order to go smoothly through the financial reporting processes.

9 Risks Follow-Up

This section presents the methodology for risks identification, evaluation and monitoring following on the strategic guidelines that have been described in the TRACE proposal.

9.1 Initial Risks Identification

In TRACE, to reduce the probability and impact of abnormal situations or events, it was presented an identification of risks and mitigation measures. As a matter of fact, the TRACE project, as any other research initiative, carries a degree of risk, which the consortium, obviously, strongly aims at controlling.

Risks identification and monitoring requires all partners' support, in regards to their respective activities and responsibilities in the project.

9.2 Risks Identification, Evaluation, and Monitoring

The specific measures that will be taken to address risks will be managed along the following strategic guidelines:

- generically, risks will be independently analysed across the dimensions of cost, time, and quality of results;
- by frequently providing initial results to early feedback groups, we expect that it will possible to identify possible issues with the deliverables;
- the partners, at the responsibility of each the WP leader, will provide the maximum transparency regarding dependencies and exposures (activities, time, resources, and cost);
- as soon as a risk is identified, the corresponding contingency plans and/or plans for corrective actions will be developed and implemented.

Each work package has a dedicated risk assessment/management strategy which targets the risk associated with the specific work package. Thus, WP leaders are requested to support the process of risks identification and evaluation for WPs they are responsible for during the project execution. As a reminder, the following risks (see Table 9-1) have been identified in TRACE.

Table 9-1 – List of risks and mitigation measures.

Description of risk	WP(s) involved	Proposed risk-mitigation measures
Management and coordination difficulties	WP1	This work package is considered of low risk. The leader of this work package has relevant experience in international

(e.g. conflict resolution)		(and national) projects and also relies on an institution (INESC-ID) with large experience on this subject.
Unclear results of stakeholder assessment due to overlaps between surveys	WP2 and WP3	This risk was already identified at the proposal stage. M21 and TIS will closely synchronise their efforts to minimise overlaps and ensure clear outcomes
Inefficient use of resources due to possible overlaps between WP2 and WP3	WP2 and WP3	M21 and TIS will coordinate their actions and where possible bundle their efforts and resources. As a coordinator, INESC-ID will oversee efficient expenditure.
Low response rates on surveys	WP2 and WP3	In case of low response rates it is recommended to use qualitative research methods such as focus groups; in-depth interviews and workshops. Some of these activities are already foreseen, they can easily be altered to make sure research questions that were posed in the surveys, are answered.
Specifications for development of tools do not provide clear and useful indications	WP2 and WP3	All partners, including those responsible for tool development, will be involved from the start and requested to state their needs in terms of specifications, establishing clear goals for the work in WP2 and WP3. WP leader are responsible for making sure this interaction happens.
Inadequate API and/or archcitecture	WP4	This risk is considered as low given the large expertise of INESC-ID ID and its members in developing complex large software systems. In addition, if needed, INESC-ID ID is available during all the project to correct, fine tune, improve and optimize all the aspects related to the API and TRACE architecture so that applications and tools can access all the data (tracking data in particular) they need.
Security and/or reliability and/or interoperability flaws	WP4	This risk is considered as low given the large expertise of INESC-ID ID and its members in developing complex large software systems. In addition, security, reliability and interoperability are taken into account right from the beginning (and not afterwards, as some time wrongly occurs). As for any software issue, INESC-ID ID is available during all the project to deal with any flaw that may be found during the TRACE project.
Lack of scalability	WP4	This risk is considered as low given the large expertise of INESC-ID ID and its members in developing complex large software systems. Scalability is a constant concern in the work developed at INESC-ID ID. This is taken into account

		from the beginning of the project so that the TRACE architecture is designed with the scalability goal in mind. In addition, INESC-ID ID is available during all the project to deal with any scalability issue.
Integration issues	WP4	This risk is considered as low given the large expertise of INESC-ID ID and its members in developing complex large software systems. The success of an integration process relies mostly on the interaction between the members from the beginning which is the case in TRACE (starting with WP2 and following WPs). In addition, INESC-ID ID (as well as all other members of the consortium) are available during all the project to deal with any integration issue that may appear.
Time to deliver vs complexity of the apps - proper tools are not developed in time and/or with sufficient quality	WP5	The experience of some TRACE partners allows to foresee within reasonable standards that the time and budget will be enough to meet the goals in question. But because there is uncertainty developing innovations, the complexity of the features implemented in the tools will be sufficiently flexible and adaptable to make sure that proper applications are ready for testing in WP6.
Time for research is underestimated - Pilot implementation and preliminary research and development phases are strictly related. Delays could affect pilot implementation.	WP5/WP 6	Demonstrators and researchers involved in the project have many years of development experience and timely delivery. Most partners chosen have a long history of EU projects. Furthermore the types of initiatives carried out in the pilots have already been implemented on a small-medium scale giving to RTD a working base.
Users do not want to pick up the developed solutions due to privacy and data security concerns	WP6	As security and privacy concerns would potentially distract end users as well as stakeholders from participating to the implementation of pilots, the project thoroughly examines recommendations and best practices regarding this within task T4.2 as well as within pilots.
Problem of stakeholder acceptance - Resistance to the adoption of the proposed pilots	WP6	A strong interaction with interested stakeholders in all the project phase will substantially diminish this risk. To avoid problems in this area, specific attention to exchanges between stakeholders will be given within WP2. In the case that acceptance problems still appear, they will be detected and addressed at an early stage of the project.
Low involvement rate among potential end	WP6	The involvement of user and dissemination experts partners in the consortium with a very high profile and experience will minimize this risk. Huge promotional and rewarding

users		campaigns will be arranged in order to involve people and explain them the reason behind each pilot test.
Difficulties in reaching certain groups of potential end users - Ageing, digital divide and informal groups can be barriers in people's involvement.	WP6	TRACE consortium will dedicate strong efforts – especially WP2 - to assess and best practices in the mobility filed in order to adapt the communication strategy, the usability of tools and the pilot implementation to any potential user needs.
Lack of quality and interoperable data suitable for useful analysis for planning purposes	WP6	Quality and interoperability of data are key issues addressed in TRACE regarding the utilization of data for planning. IT is part of TRACE research to test and identify the conditions for feasibility of using data for solid analyses. To overcome the sample limitations of the TRACE tracking tools, it relies on flexibility and diversity of data sources and a budget is reserved for buying data from other sources when useful.
Pilot topics turn out to be not sufficient to research objectives and showing the impact of TRACE in behaviour change potential	WP7	TRACE pilots have been defined to cover a diversity of research topics and in topics which where feasible to test (chosen among initiatives already implemented and able to demonstrate the involvement of people and the behavioural results).
Pilot sites do not deliver the data needed for evaluation	WP7	All sites will be involved from the beginning in the definition of the evaluation methodology. This will include the definition of the data to collect, which will be assessed according to the risk of not being properly collected. The WP7 leader will define contingency measures, including alternative sets of data, in case come pieces of data are not available or of good quality.
Inadequate dissemination tools	WP8	The dissemination strategy developed at the beginning of the project, will outline in detail how the different target groups will be addressed through tools and channels that are tailored to their needs and expectations. In order to make sure that dissemination tools reach the target groups identified, the consortium has chosen for a balanced mixture of more traditional and innovative dissemination tools, of print and online media, and will identify at the outset which project milestones are particularly suitable for intensified outreach activities.

All partners are requested to inform (as early as possible) the Project Coordinator, should they find out that a previously identified risk's probability or potential impact has noticeably evolved, or if a new risk is identified. Task excecution monitoring reports (see next section) are relevant sources of information that should be taken into account by WP leaders when monitoring risks evolution.

10 Task Execution Monitoring

Task execution monitoring is an approach introduced to monitor the proper execution of project tasks, and to identify any concerns, issues, or deviations as early as possible so that to find mitigation measures and limit their impact. Thus, all project tasks should be the object of this process.

In practice this essentially consists in a regular review and reporting by the leader of each task, describing the execution status, including potential issues encountered, delays building up (if any) or risks of delays, sub-task level milestones of interest, potential risks, etc.

10.1 Tasks Monitoring and Reporting

As a baseline, task level monitoring reports shall be provided to the Project Coordinator every three months, for each task being executed. Intervals can be shorter, if specific events make it relevant, or on request from the coordinator. In that case, the report shall be provided to the coordinator within one week after written (e.g. email) request.

A dedicated template for "task execution monitoring" (TEM) reporting should be used – this template can be found in the appendix and also in the TRACE repository. This template may be updated, depending on feedback received and situations encountered during the project execution. Partners will be informed of any related changes.

All reports will be collected and archived by the Project Coordinator, and will be made available to any partners on request. Note that the content of these reports will be a good baseline for UE periodic reporting.

10.2 Key Performance Indicators

Key Performance Indicators (KPI) are statements provided by the TRACE proposal as follows. TRACE will focus on the following indicators and targets until the end of the project:

- Each of the four TRACE products continue to be used as economically sustainable products after the end of the TRACE pilots;
- To have at least 20 effective users of the TRACE products (followers) with a good spread over the EU;
- At least 4 other products/applications are developed using the knowledge and open access tools developed;
- The project and its pilots become known to at least 100 other European cities.

Such KPIs are relevant as a mean to assess objectively (KPIs are usually expressed with quantitative criteria) whether the project outcomes meet consortium initial expectations.

Noe that, for those tasks whose outcomes have KPIs associated, it is important to refer to those KPIs, and to document in the task performance monitoring report (see Section 10.1) any risks or concerns that the corresponding KPI(s) may not be achieved. Mitigation actions shall then be envisaged and discussed with the consortium partners.

11 Project Identity and Documents Templates

Successful communication relies on a strong, united presence. This is particularly important when the communication participants are from varied cultural, geographical and professional backgrounds. Thus, in TRACE, all documents follow the same set of guidelines specified in templates (an example is the template followed in this document). When needed, such documents may be translated or adapted to local audiences while ensuring that they follow the same "look and feel".

11.1 Project Logo

All partners have been given the opportunity to be part of the design and have their initial responses, thoughts, actions incorporated into the identity of the project. It is important for all partners to invest in the project and feel included in the identity as this is crucial to the partner "buy in" and unity of the group of heterogeneous cultures.

11.2 Document Templates

Document templates have already been be provided by Polis (the leading partner of WP8). No consortium member is to design their own TRACE templates, or amend those provided and approved by the consortium without the prior approval of all members.

All document templates will be made available to consortium members in the pre-agreed online repository. This will allow equal access to resources, and resource sharing.

Figure 11-1 – TRACE logo

Changes to templates are voted on using online survey tools (e.g. by email). These allow for both comments and scale ratings which are later implemented in the amended designs. It is important for document templates to be both visually connected to the project and also easy to read and use.

11.2.1 PPT

An interim power-point template has been developed and is in use for all TRACE presentations (including monthly progress meetings). Further development is on-going, and will be in alignment with website look and feel. A final version will be made available during the first week of December.

11.2.2 Word

Word templates have already been provided and agreed. They are available to all users in the TRACE shared repository.

11.2.3 Meeting Minutes

For each meeting, the corresponding minutes are available in the appendix as well as in the TRACE shared repository.

11.2.4 Roll-up Poster

A roll-up poster will be made. It will be used for promoting the project at events and form a coherent identity with other communication elements of the TRACE brand. The roll-up will highlight the TRACE measures and will promote the website as a source for more information.

The poster can be adapted for specific partners and their goals while keeping the same look-and-feel. Thus, such posters should display all partner logos, and be of professional quality. They should be developed and distributed to all partners as needed.

It is important that the project, in its initial phases, shares its look and feel. This gives the scientific community a more concrete understanding of the visual identity and the conceptual identity of the project regardless of country or topic of focus.

The roll-up poster will be available during the month of December 2015.

12 Contact Persons

This section lists the major contact points at INESC ID (the coordinator institution of TRACE), and also at the other institutions.

12.1 INESC ID Main Contacts

Project Coordinator	Adress	Phone	Email
Prof. Paulo Ferreira	INESC ID Rua Alves Redol 9 1000-029 Lisboa Portugal	+351 213100230	paulo.ferreira@inesc-id.pt

Local Coordinator at INESC ID	Adress	Phone	Email
Prof. João Barreto	INESC ID Rua Alves Redol 9 1000-029 Lisboa Portugal	+351 213100292	joao.barreto@tecnico.ulisboa.pt

QAM	Adress	Phone	Email
Prof. Luis Veiga	INESC ID Rua Alves Redol 9 1000-029 Lisboa Portugal	+351 213100292	luis.veiga @inesc-id.pt

Financial and Administration at INESC ID	Adress	Phone	Email
Ilda Ribeiro	INESC ID Rua Alves Redol 9 1000-029 Lisboa Portugal	+351 213100424	ilda.ribeiro@is.inesc.pt

12.2 Contacts of other TRACE Members

Institu-tion	Main Contact for Financial & Administration issues (name, email address, phone number)	Main Contact for Quality Assurance issues (name, email address, phone number)	Address
TIS	Daniela Carvalho daniela.carvalho@tis.pt +351 21 350 44 00	João Bernardino joao.bernardino@tis.pt +351 21 350 44 18	Av. Marques de Tomar 35, 6 Dto 1050-153 Lisbon, Portugal
M21	Luc Motmans luc.motmans@mobiel21.be +32 (0)16 31 77 04	Jan Christiaens jan.christiaens@mobiel21.be +32 (0)16 31 77 02	Mobiel 21 vzw Vital Decosterstraat 67A, 3000 Leuven Belgium

POLIS	Julie Lucca jlucca@polisnetwork.eu +32 2 500 56 83	Giacomo Lozzi glozzi@polisnetwork.eu +32 2 500 56 86	POLIS NETWORK rue du Trône 98 B-1050 Brussels Belgium
FTTE	Slaven Tica slaven.tica@sf.bg.ac.rs +381 11 3091 384	laven Tica slaven.tica@sf.bg.ac.rs +381 11 3091 384	University of Belgrade Faculty of transport and traffic engineering Vojvode Stepe 305 11000 Belgrade Serbia
Lux-Mobility	Patrick Egmond p.v.egmond@luxmobility.eu +352 691 040175	Patrick Egmond p.v.egmond@luxmobility.eu +352 691 040175	70, Boulevard de la Fraternité L-1541 Luxembourg LUXEMBOURG
Ijsberg	Roelant Reizevoort roelant@ijsbergconsultants.nl +31 6 51222752	Jeroen Blom jeroen@ijsbergconsultants.nl +31 646081311	Wibautstraat 135-139 1097DN Amsterdam The Netherlands
Breda	Angela Beyer - am.beyer@breda.nl 0031-765283298	Rob Temme r.temme@breda.nl 0031-652836952	Gemeente Breda Directie Ontwikkeling Afdeling Milieu&Mobiliteit Postbus 90156 4800 RH Breda
Águeda	Marlene Marques marlene.marques@cm-agueda.pt +351 234610071	Célia Laranjeira celia.laranjeira@cm-agueda.pt +351 234610071	Praça do Município 3754-500 Águeda Portugal
EAP	Ina Karova - ina.karova@eap-save.eu +359 893 55 86 51 or Liyana Adjarova liyana.adjarova@eap-save.eu +359 896 610 364	Ina Karova ina.karova@eap-save.eu +359 893 55 86 51	Energy Agency of Plovdiv, 139 Ruski Blv, floor 3, office 301 PO 364
SRM	Giuseppe Liguori giuseppe.liguori@srmbologna.it +39051361328 (int. 17)	Marco Amadori marco.amadori@srmbologna.it +39.051.361328 (int. 42)	SRM Reti e Mobilità via A. Calzoni, 1/3 40128 Bologna (IT)
SSBC	Ian Ambrose 01702 215204 / 07766423367	Neil Hoskins NeilHoskins@southend.gov.uk 01702 212403 / 07833 552205	Department for Place Southend-on-Sea Borough Council Civic Centre, Victoria Avenue, Southend on Sea, Essex SS2 6ER

13 Conclusion

This document gathers essential information about TRACE. It should serve as a reference for partners, when questions about organization in the consortium, good practices, how to access and use collaborative working tools, etc. are raised.

The document will be further maintained internally, and may possibly evolve depending on partners needs, although the present version is being released as official deliverable D1.1 at M6.

Apendix 1. Template for TEM Report

============ Meeting WPnumber – date ============

PARTICIPANTS

1. Participant name and institution
2. Participant name and institution
3. Participant name and institution
4. Etc.

AGENDA

1. Issue 1
2. Issue 2
3. Issue 3
4. Etc.

DISCUSSION

1. Issue 1
   Briefly describe what has been said and discussed

2. Issue 2
   Briefly describe what has been said and discussed

3. Issue 3
   Briefly describe what has been said and discussed

4. Etc…

ACTIONS

Action	Name	Due Date
What has to be done	Who is responsible for the action	Deadline
etc	etc	etc