

IoT4Industry

Project Quality Plan – D5.1

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Abstract:

The report “Quality Plan” outlines the management processes in the context of the IoT4Industry project, to ensure outputs are in line with the European Commission expectations and the IoT4Industry plans. This report includes monitoring and evaluation processes of the project activities and results. It also specifies procedures, responsibilities and timelines for the different activities of the project.

Keywords

Quality Plan; Project Management; Advisory Board; Quality Assurance; Information exchange; QA Procedure; Risk Management Plan; Ethics; Agreements



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Abbreviations

AB	Advisory Board
CA	Consortium Agreement
CO	Confidential (deliverable)
DoA	Description of Action
EC	European Commission
GA	Grant Agreement
GDPR	General Data Protection Regulation
ICT	Information and Communication Technologies
IoT	Internet of Things
IPR	Intellectual Property Rights
KPIs	Key Performance Indicators
MoM	Minutes of Meetings
Mxx	Month
NDA	Non-Disclosure Agreement
PC	Project Coordinator
PU	Public (deliverable)
QA	Quality Assurance
QAP	Quality Assurance Plan
R&I	Research & Innovation
SC	Steering Committee
SME	Small and Medium Enterprise
Txx	Task
TL	Task Leader
WP	Work Package
WPL	Work Package Leader



Executive Summary

This document presents important baselines for the project implementation: it specifies the roles of different project bodies, including the Advisory Board, and how the information exchange and decision making should be organised. The core part defines the quality assurance process and where it should be applied to. In addition, the risk management plan with contingency measures is presented, as well as Ethics requirements. The document also presents the agreements that form the project underlying framework.

1 Introduction

1.1 Scope of the document

The Project Quality Plan is considered a cornerstone for the future success of the IoT4Industry project. The project involves partners from several countries from Europe, as well as an Advisory Board (AB), who together will be developing a new industrial value chain in European SMEs and improving their competitiveness on the global stage by encouraging cross-border and cross-sectorial collaboration between SMEs from the Information and Communication Technologies sector and from the Manufacturing sector. The project will put in place favourable framework conditions to enable matchmaking and encourage the creation of smarter manufacturing tools and their integration in manufacturing SMEs.

It is important to consider the quality of the project's activities and services as a vital requirement for ensuring the project's objectives are fulfilled and the expected results achieved. The timely delivery of deliverables and the high quality of the activities and services are crucial for the successful implementation of the project, hence a specific task has been dedicated to Quality Assurance. This includes also the Risk Management and consideration of Ethics on all project activities. These aspects are elaborated in this document, providing guidance for the operational project implementation.

In addition, important contribution to project activities through advice and review of key deliverables is expected by an Advisory Board whose members are appointed at the beginning of the project, at M3. A specific task coordinates the collaboration with the AB and the Terms of Reference will be presented in the deliverable D5.2 Advisory Board final members list.

The project agreements which lay the ground for the collaborative action are specified towards the end of this document as well.

1.2 Structure of the document

The document is divided into five main chapters, each corresponding to a major item as specified above. Each chapter is divided into several subchapters.

- Project Management
- Advisory Board
- Quality Assurance (QA)
- Risk Management Plan
- Ethics
- Agreements



1.3 Relationship to the other project outcomes

All information displayed in this document is aimed as a guideline for the project work:

- The quality assurance process will be used for all project deliverables, public material and project events;
- Risk management is done on all matters to enrol contingency plans on time if needed;
- Ethics requirements have to be coped with any time personal data is used;
- The Agreements are the foundation of the project activity.
- With regards to the Advisory Board chapter, specific links exist to T5.3

2 Project Management

2.1 Roles and responsibilities

The IoT4Industry organisational structure has been designed to ensure strategic, administrative and financial coordination through an approach that aims to be as effectively streamlined as possible, in order to ensure that all project objectives are met, considering all internal and external constraints and the resources allocated to the initiative. During the project's lifetime, each consortium member will have different roles and responsibilities. The following paragraphs assess these roles and responsibilities with the aim of outlining relevant items for the quality assurance process and the Figure below shows the management structure of the IoT4Industry project.

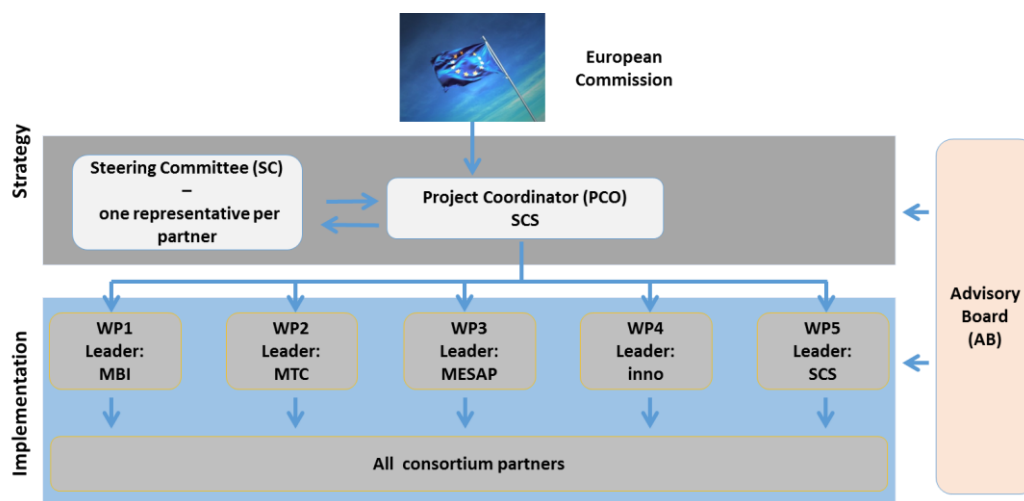


Figure 1: IoT4Industry management structure

2.1.1 The Consortium

To achieve its goals, IoT4Industry brings together a complementary consortium of European partners with expertise in their respective fields, namely cluster organisations active in the fields of Internet of Things (IoT)/ Information and Communication technologies (ICT) and manufacturing. The partners represent a powerful and very well assembled mix of interests and skills chosen in relation to the objectives of the call.

As the Project Coordinator, **Pole SCS**, brings its vision of the IoT and of the role of the IoT for making smarter factories. Indeed, its network gathers more than one hundred startups, SMEs and larger companies of the IoT value chain, from sensors to Big Data analytics. Moreover, SCS has an extensive experience in generating collaborative research and innovation projects, and following up their implementation up to the market launch. Since its creation in 2006, SCS has helped the emergence of



more than 450 projects of which more than 200 have been funded by regional, national and European R&D programmes.

MicroTEC Südwest e.V. is the competence and cooperation network for intelligent microsystems technology solutions for Europe. It brings in experience in project management and in dissemination and exploitation. It has experiences in roadmapping, innovation management as well as business opportunity management. In addition, mTSW has outstanding technological expertise as well as expertise on the value chain of microsystem technologies and related technologies. Being an SME association, mTSW holds a close contact to its members, mainly SMEs. This enables mTSW to know the needs and requirements of various stakeholders, which can be used as market input for a continuous market-oriented development process. mTSW has connections and partnerships with various regional, national and international organisations, clusters and networks to spread the calls. During the “Spitzencluster” period mTSW managed different R&D projects and try to transfer knowledge between different projects.

DSP Valley, the Flemish cluster in Smart Systems, brings together all relevant stakeholders that play an important role in the entire value chain of smart solutions enabled by digital technologies. It also has developed a strong international orientation and is involved in several cross-regional and international initiatives, virtually enlarging the reach of the cluster to a European and even to a global scale. As such, DSP valley is well positioned to create a picture of the offering side as well as to play a significant role in the networking activities.

Part of the **MESAP** team is evaluator for European projects, and the whole team has a multiannual experience on R&D and technology transfer projects set up, monitoring and dissemination to media and the final citizen, in collaboration with the Regional authority. The communication and marketing activity of research results and innovative products/processes of MESAP’s members is one of the pillar of the cluster activity. MESAP, for the realisation of its multiannual programme, runs a constant monitoring activity of its members needs in terms of services, technologies, competences and facilities. Members are followed by digital means and physically, often in the factories/research laboratories; this personal relationship and fidelity allows to cause efficient cross fertilisation, matchmaking activities and training to the companies.

Mont-Blanc Industries, MBI, is experienced in analysing the industrial sector needs as it regularly sends surveys to its members and its ecosystem (ex : a recent survey has been conducted toward more than 300 companies to know their digital practices and knowledge). MBI is involved in the DSI2 Regional Innovation Strategy of Auvergne-Rhône-Alpes, as well as in the Regional cluster team for the Industry of the future. MBI is used to managing innovative and collaborative projects related to the Industry of the future.

Pôle MecaTech’s main activity is the development of innovative industrial projects based on its network of members. This focus is clearly on projects (102 since 2006). MecaTech is launching 3 regional calls for projects per year; these calls come together with a support process and coaching for the project leaders. On top of this process, MecaTech has developed its own methodologies to foster the setup of projects. These methodologies are based on a mapping tool of Walloon companies in Mechanical engineering. This tool is also used for international collaborations.

MTC is involved in a wide range of activities bringing together the policy aspects from how to engage manufacturing industry in the “Fourth Industrial Revolution” to the practical support particular for SMEs to manage the implementation process from awareness, self-assessment tools to support in a wide range of demonstrators for Digital Manufacturing at the MTC.

inno TSD core activities focus on the support to research and innovation uptake, bringing together multiple stakeholders, and in the development of networks on world-wide level. inno TSD is experienced in dissemination, networking and exploitation activities and has a high tracking record of project coordination and expert group set up, as well as support to SMEs (through its business incubators and projects). Being highly involved in EU-wide cluster networks, notably the European Cluster Collaboration Platform, inno will be able to strongly support related outreach activity.

Erreur ! Source du renvoi introuvable. below shows how the IoT4Industry Partners will concretely contribute to the project’s activities:



#	Partner	Country	Main role
1	POLE SCS	France	Project Coordinator and WP5 and WP6 leader, responsible for the technical coordination and reporting to the European Commission. SCS is also involved in the management and follow-up of calls for collaborative projects as a coleader, managing the grants and responsible for the collaborative projects' follow-up (in collaboration with all partners).
2	mTSW	DE	Co-leader of WP4 Outreach and Sustainability Leader of Task 3.1 Call specifications and release, Task 4.1 Dissemination strategy, website development and visual identity set up. Involved in analysis methodology set up of WP1, training support in WP2, diverse dissemination and networking activities (WP4), as well as the selection of support cases and follow up of the collaboration cases (WP3).
3	DSP Valley	BE	Leader of T1.2 - State of the play and analysis of the offer side (ICT). Leader of T4.3 - Networking and transfer of knowledge. Involved in most of the tasks related to WP1,2,3 and 4.
4	MESAP	IT	WP3 leader, setuping the Evaluation Panel and implementing the voucher system. Final event responsible, open calls, dissemination, expert panel set up, selection of support cases, outreach, awareness raising, state of the play and needs analysis of the demand side (manufacturing), cluster cross-fertilisation, training, matchmaking, grants and financial management, project follow-up, networking and transfer of knowledge, sustainability and exploitation
5	MBI	FR	Leader of WP1 to identify manufacturing demand, existing technologies available in IoT and ICT applicable to manufacturing processes, existing roadmaps and action plans among European regions specialization and review of existing know hows to maximize future success stories of our future call. Special focus on manufacturing and mechanical companies, on technical expertise which will be key for the combination of mechanics and IoT in the development of new solutions for a more efficient, human friendly and competitive manufacturing in Europe.
6	PMT	BE	Co-Leader of WP2 “pre-identification of SMEs, Training and Matchmaking”. Leader of T2.2 – Calls for Expression of Interest for pre-identification of SME's and T2.4 Matchmaking and networking. Involved in most of the tasks related to WP1, WP2, WP3 and WP4.
7	MTC	UK	Leader of WP2 “Pre-identification of SMEs, Training and Matchmaking “. Involved mainly in activities to analyse demand, define outreach into industry sectors. Particular benefit for the project will be through contributing to supporting training, self-assessment tools based on MTC experience.
8	inno TSD	FR	Leader of WP4 Outreach and Sustainability and coleader of WP5 Project coordination and management. Leader of Task 1.3 - Analysis of RIS and synergies with regional funding schemes, Task 4.4 - Sustainability and exploitation, Task 5.3 - Advisory Board. Involved in analysis methodology set up of WP1, training support in WP2, diverse dissemination and networking activities (WP4), as well as the financial management and follow up of the collaboration cases (WP3) and the overall project.

Table 1: IoT4Industry project consortium roles



2.1.2 **Project coordinator (PC)**

The overall coordination and management of the project is under the responsibility of the Project Coordinator (PC), Pôle SCS, FR, who serves as the main contact point with the European Commission, the project partners and as the IoT4Industry ambassador to establish meaningful and concrete cooperation with other projects and initiatives at European and international level. The PC leads the executions, administrative and financial coordination of the project. The Project Coordinator is responsible for coordinating, harmonising and monitoring activities, ensuring the quality of the deliverables and respect for deadlines, as well as resource consumption, risks and contingencies. Periodic activity and resource reporting are carried out and submitted to the European Commission under the PC's responsibility.

The Project Coordinator (PC), Pole SCS, has the overall responsibility for meeting the project objectives within the agreed constraints regarding schedule, cost, scope and quality.

Responsibilities of the Project Coordinator include:

- To report all relevant information relating to the IoT4Industry project to the European Commission and to ensure that adequate reporting procedures are in place to assess progress against the work plan;
- To ensure adequate communication internally among the project team and to prepare plenary meeting minutes and provide regular operational reports (including activities achieved, resources consumed, deviations and corrective actions) to the Steering Committee;
- To perform the daily project management and ensure the quality achievement of all planned project activities, in interaction with Work Package leaders;
- To detect any deviations in a timely manner and to report deviations to the Steering Committee; to resolve any deviations.

2.1.3 **Steering Committee (SC)**

The Steering Committee (SC) provides the strategic guidelines to the PC and steers the project according to the agreed objectives. The SC will be chaired by the PC. The composition of the SC will consist of one representative from each contractual partner. The SC will manage the activities of the Consortium and is the highest decision making and monitoring body of the Consortium. The voting and dispute resolution procedures of the SC, as well as all other management bodies, will follow the provisions outlined in the DESCAs Model Consortium Agreement (www.desca-2020.eu) which will be the basis of the project's Consortium Agreement.

Responsibilities of the Steering Committee include:

- To verify Milestones delivery and quality and to assist the PC in the achievement of the overall project progress and quality;
- To decide upon measures in the framework of controls to ensure the effective day-to-day coordination and monitoring of the progress of the technical work affecting the project as a whole – in coordination with the PC;
- To ensure the general conflict management, if necessary, and decide upon any corrective actions that may be considered necessary to ensure a successful project implementation;
- To adopt the plan for using and disseminating the Foreground.

2.1.4 **Work Package Leaders**

The IoT4Industry workplan is broken down into 6 Work Packages, each one with a defined **Work Package Leader (WPL)**. WPLs will be senior resources, with decision making authority and high networking skills.

Work Package leaders are responsible for the technical coordination of their respective Work Packages



including the coordination of the tasks leaders, Deliverables, Milestones and workflow between the Work Packages.

Responsibilities of the Work Package Leaders include:

- To develop an implementation plan for their WP and to ensure the successful completion of the assigned activity (Work Package or Deliverable) in accordance with the project grant agreement;
- To transmit documents and information connected with the Work Package or Deliverable between the Partners concerned and to ensure an efficient communication between the contributors within each work package;
- To report progress and any deviations from assigned activities to the PC and transmit Project Deliverables of the Partners within the Work Package and any documents and information Connected with the Work Package to the PC.

Each Work Package Leader will be responsible for the organisation of work and outputs of the Work Package and for the timely solution of any problems that may arise. This will include definition of the lowest level of tasks for individual Work Packages.

2.1.5 Task Leader

Each WP leader is responsible for coordinating contributions to the individual WP coming from the **Task Leaders (TLs)**, that have the ultimate responsibility for coordinating project micro-tasks. Assignment of Work Package and Task leadership ensures effective implementation of the project work plan, through balanced distribution and commitment amongst the partners as well as punctual (and possibly anticipatory) identification of potential defaulting partners. The WP Leader directly reports to the SC reporting progress updates from the Work Package with respect to expected technical achievements, results, and schedule. Task Leaders report to WP Leaders on activity and enrol the quality process (e.g. for an event, a report etc.).

Within Work Packages, Task Leaders have been identified for each task.

Responsibilities of the Tasks Leaders include:

- To supervise the work done by the Partners for the implementation of the task;
- To coordinate technically/operationally and to provide progress reports to the Work Package Leader;
- To ensure the quality delivery of deliverables that relate to their tasks to their respective WP leader and the PC;
- Whenever necessary, to meet according to specific needs and to organise and chair physical or virtual task meetings.

2.2 Decision Making and Conflict Resolution

The decision making processes and responsibilities are defined in detail in the Consortium Agreement and only the main principles are described below.

The single decision criterion to adjust for project risks is to be effective, viz. “to meet the intermediate objectives of each task, in the expected corresponding deliverable and on time”.

The main decision procedures are:

- each Partner designates one dedicated representative within the SC;
- each SC member has one vote right;
- replacement of any representative of the SC is of the responsibility of the consortium member who decided to change that representative;
- a decision of the SC is supposed to be agreed upon when the majority has been reached, except for a number of topics, which will be explicitly listed in the Consortium Agreement, and for which the unanimity rule will apply.

The SC is the ultimate governing body of the project which validates the major decisions



concerning the project and is in charge of the resolution of any issue related to the proper operation of the Consortium and of the interaction with the external experts.

The SC shall not deliberate and decide validly unless **two-thirds** (at least three) of the SC partners are present or represented (quorum). If the quorum is not reached, the chairperson of the SC shall promptly convene another meeting within 15 calendar days. If in this second meeting the quorum is not reached then this second meeting shall be entitled to decide even if less than the quorum of the members are present or represented. These rules apply for all decisions, except in case of accession of a new party where unanimous vote is required.

Each partner represented in the SC shall have one vote, except the defaulting parties who may not vote. If more than one person is representing the same partner at a SC meeting, they shall have right to just one vote.

The SC resolves all major issues related to the project and the following decisions can only be taken by the SC:

- decide for the allocation of the Action's budget in accordance with the GA, and review and propose budget reallocations to the Parties;
- proposals to the Parties for the review and/or amendment of the terms of the GA;
- decide upon material changes to the Action Plan;
- decide for the plan for use and the Dissemination of Results;
- proposal to the Parties for modifications or withdrawals to Attachment
- addition to Attachment 3 of the CA (List of third parties for simplified transfer according to Section 8.3.2 of the CA);
- proposals to the Parties for the accession of a new Party to the Consortium and approval of the settlement on the conditions of the accession of such a new Party;
- proposals to the Parties for the withdrawal of a Party from the Consortium and the approval of the settlement on the conditions of the withdrawal;
- identification of a substantial breach by a Party of its obligations under the CA or the GA;
- declaration, remedies and termination of a Defaulting Party;
- proposals to the Funding Authority for a change of the Coordinator if made a Defaulting Party;
- proposals to the Funding Authority for suspension or termination of all or part of the Action; and
- appointment - if necessary of any vacancy to the AB.

The SC shall be free to act on its own initiative or on the Coordinator's proposal to formulate proposals and take decisions in accordance with the procedures set out in the Consortium Agreement. The Coordinator shall chair all meetings of the SC, unless decided otherwise by the SC. The chairperson shall convene ordinary face-to-face meetings of the SC about every 6-9 months (as part of the plenary meetings) and shall also convene extra-ordinary meetings at any time upon written request of any member. 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 SC may also be held by teleconference or other telecommunication means.

Indeed, SC members will be involved in regular **telephone conference calls**. The monthly SC calls shall ensure that the project is progressing in line with the plans and that if necessary mitigation actions are agreed and implemented in a timely fashion. During the SC Call the PC shall report on any interactions with the European Commission. Each WP leader shall also report on the activities implemented, the achievement of milestones and the production of deliverables, flagging any delays and potential issues for the timely and quality delivery of activity results.

During the SC calls, actions for the next month(s) are agreed among partners with clear assignment of responsibilities and deadlines. After the SC Call, the PC will produce the Minutes of the Meeting (MoM) and circulate them among partners for comments. The PC finalises the MoM with input from all partners within one week.

In case of potential conflict, the Project Coordinator must be immediately informed to coordinate the



actions to best address the situation. Conflicts related to technical issues within the specified contractual commitments that do not involve a change in the description of work document or a change of budget (or resource allocation) as for example changing the focus of a planning component, will be discussed by the SC. Decisions will normally be sought by reaching consensus. However, if after a reasonable amount of time there has been no resolution and partners are defending incompatible and conflicting positions, to avoid deadlock and the associated operational risk, the approval of a two-third majority of the partner quorum will be sufficient to **validate a decision**. If the decision taken is unacceptable by partners holding minority positions, then the problem will be elevated to the higher executive officer. If it is not possible to resolve the problem in this way, the Project Coordinator is obliged to call an **extraordinary SC meeting**.

If no resolution is acceptable, then the **Red-Flag procedure** will be used as the last resort, thus forcing the consortium to re-evaluate its position regarding their contractual obligations. If the Project Coordinator prerogative is used, it is the responsibility of the Project Coordinator to inform the consortium in writing of his decision to enforce a solution at least one week in advance of taking action. Furthermore, the coordinator will inform the European Commission in writing and will discuss the issues arising with the responsible Project Officer before a final decision is made.

2.3 Monitoring of project progress

The monitoring of good project progress will be handled by Milestone delivery and quality control.

Each Work Package Leader is responsible of the Milestones included in its work packages. The control of the delivery and quality will be made by the SC. The SC meets at regular intervals and always during each project meeting to monitor progress and results achieved by the project and, if necessary, revises and adjusts the programme of activities accordingly.

A total of 5 meetings are foreseen for the whole project consortium to discuss the project progress: Kick of meeting (M1), followed by approximately 6-monthly plenary meetings and a Final project meeting, if possible organised back-to-back with the Final project event.

Each Partner will contribute to an interim project progress report and a final report that will then be submitted to the EC. In order to ensure a quality monitoring of the project progress, a number of potential critical risks for implementation have already been identified.

Periodically (about every 6-9 months) the SC Call shall also include discussion of the financial status of the project with reporting from each partner.

Each partner will need to indicate the budget and effort spent. This way the overall budget and effort expenditure is always monitored and deviations can be managed correctly and wisely, through open discussion at the SC meetings. The project progress reports will include a financial reporting for all partners.

3 Advisory Board (AB)

An Advisory Board (AB) with external members will be set up, composed of 3 representatives of the IoT and 4 representatives of the smart industry (one member to be suggested by each cluster project partner). The members will be appointed upon common decision of the project team (Steering Committee) at the beginning of the project.

3.1 AB Role

AB members are expected to be experts in the field of smart industry, notably as having already implemented IoT/ICT tools in industrial processes or similar. Through this expertise they will be able to follow the role that is defined with the following objectives:



- To advise the project team on the topic of smart industry through expertise gathered in work with regards such value chain
- To review certain project deliverables upon request and provide their comments (notably analysis work (WP1) and the specifications of the calls for Expression of Interest (WP2) and the collaboration cases (WP3)
- To act as catalysts for change and to act as multipliers in supporting the project dissemination and outreach activities among their networks

The IoT4Industry team will benefit thus from this transfer of knowledge and will subsequently be able to provide further expertise in its work and specifically in the support to SMEs. A dedicated task within the WP Management has been created to set up the AB and interact with its members throughout the project.

3.2 AB Members

The AB will be composed of 7 members, one will be selected by each partner cluster in the consortium. The AB members should be members of a company that is recognized for its work with clusters. Potential candidates for the Advisory Board have already been identified; the final list of AB members will be published as part of deliverable D5.2.

3.3 AB Terms of Reference (ToR)

The project team will develop Terms of Reference that will organise the work of the AB members. The Terms of Reference signed by each of the AB members will include the description of the support services that all members are expected to offer to the project, details of their operational mode and a confidentiality clause.

The ToR will also be part of deliverable D5.2.



4 Quality Assurance (QA)

4.1 Subjects of the QA process

4.1.1 Project Deliverables

During the lifetime of the project, we plan to produce 31 deliverables under the different WPs, each of them are to be submitted to the European Commission (EC) by the Project Coordinator (PC). All deliverables are to be internally reviewed. The table below (Table 2) suggests a peer reviewer for each deliverable who ensures the quality assurance process is completed (deliverables are displayed in order of delivery date). The peer reviewers have been nominated taking into account partners' competencies and personnel budget allocations.

Deliverable (number)	Deliverable name	Work package number	Short name of lead participant	Type	Dissemination level	Delivery date	Peer reviewed by
D6.1	POPD – Requirement No.1	WP6	SCS	Ethics	CO	M1	INNO
D6.2	POPD – Requirement No.2	WP6	SCS	Ethics	CO	M1	INNO
D6.3	POPD – Requirement No.3	WP6	SCS	Ethics	CO	M1	INNO
D6.4	POPD – Requirement No.4	WP6	SCS	Ethics	CO	M1	INNO
D5.1	Project Quality Plan	WP5	INNO	R	CO	M2	SCS
D5.2	Advisory Board final members list	WP5	INNO	R	PU	M3	MESAP
D1.1	European mapping of concerned SMEs and selected/suggested focus topics and sectors	WP1	MBI	R	PU	M3	DSP V
D1.2	ICT competencies for existing (ready to use or potential developments of IoT Smart Manufacturing solutions	WP1	DSP-V	R	PU	M3	MTC
D1.3	Report on European regional strategies and European Structural and Investment Funds with relevance to smart industry	WP1	INNO	R	PU	M3	MBI
D4.1	Communication and Dissemination Plan	WP4	INNO	R	PU	M3	mTSW



Deliverable (number)	Deliverable name	Work package number	Short name of lead participant	Type	Dissemination level	Delivery date	Peer reviewed by
D4.2	Website and Communications Kit development	WP4	mTSW	Websites; patents filling, etc.	PU	M3	DSP-V
D3.1	Open call specifications and materials	WP3	mTSW	R	PU	M4	MESAP
D1.4	Identification and analysis of focus sectors for collaboration support	WP1	MTC	R	PU	M5	INNO
D2.1	Training and service portfolio definition	WP2	MTC	R	CO	M5	mTSW
D2.2	Publication of the first Call for Expressions of Interest	WP2	mTSW	R	CO	M5	MTC
D3.2	Reports on open call results	WP3	MESAP	R	PU	M10	MBI
D3.3	Grants signed	WP3	SCS	R	CO	M11	MESAP
D4.5	Draft Exploitation and Sustainability Plan	WP4	INNO TSD	R	CO	M14	DSP-V
D4.3	Outreach and awareness raising activity intermediary report	WP4	MESAP*	R	PU	M15	mTSW
D4.4	Networking and transfer of knowledge activity – intermediary report	WP4	DSP-V*	R	PU	M15	INNO
D2.3	Report on the provision of training workshops	WP2	MTC	R	CO	M16	INNO
D2.4	Report on the matchmaking activity	WP2	PMT	R	CO	M16	MESAP
D3.5	Reports on open call results (II)	WP3	MESAP	R	PU	M16	SCS
D3.4	Follow-up reports	WP3	SCS	R	CO	M17	DSP-V
D3.6	Grants signed (II)	WP3	SCS	R	CO	M17	MESAP



Deliverable (number)	Deliverable name	Work package number	Short name of lead participant	Type	Dissemination level	Delivery date	Peer reviewed by
D2.5	Training and service portfolio ready for commercialisation	WP2	MTC	R	CO	M20	SCS
D3.7	Follow-up reports (II)	WP3	SCS	R	CO	M23	PMT
D3.8	Follow-up reports (III)	WP3	SCS	R	CO	M29	MBI
D4.6	Outreach and awareness raising activity – final report	WP4	MESAP*	R	PU	M30	mTSW
D4.7	Networking and transfer of knowledge activity – final report	WP4	DSP-V*	R	PU	M30	PMT
D4.8	Final Exploitation and Sustainability Plan	WP4	INNO	R	PU	M30	SCS

Table 2: Project deliverables

** It has been observed that responsibilities for these deliverables had been wrongly indicated in the DoA. The changes as reflected in the table above already will be suggested for an amendment.*

4.1.2 External public documents / dissemination material

Beside project deliverables listed in the Description of Action (DoA), there will be several other documents and materials prepared by the project during its lifetime. This includes mainly the communication and dissemination materials (leaflets, brochures, flyers, newsletters, etc.). They will be internally reviewed by the PC and checked for quality, based on whether they represent well the project identity, reflect professionalism, and are able to reach their goals, etc. Other partners provide input on the content and are consulted on quality aspects according to needs prior to public use.

4.1.3 Project events

In the course of the project's 30 months, several events/activities will be organised. Since the high quality of these events/activities is crucial for the overall success of the project's objectives, reviewing their strengths and weaknesses and hence improving little by little the future events/activities is a given. It is an aspect that the Quality Assurance Process (QAP) cannot omit.

The partner in charge of the event/activity (Work-task Leader or Work Sub-task Leader) and the WP Leader are responsible for the quality of the event/activity. The quality is thus guaranteed at the WP level.

- The responsible partner has to prepare a concept note before starting the actual organisation of an event/activity, which is to be sent to the WP Leader;
- The WP Leader checks the concept note, makes suggestions and agrees with the responsible partner on a finalised concept note. Other partners can be consulted where relevant;



- The responsible partner organises the event/activity;
- If there is a document, such as a deliverable or a report, to be prepared following the event, it will be reviewed following the same process as the one applied to operational documents (see chapter 43.).

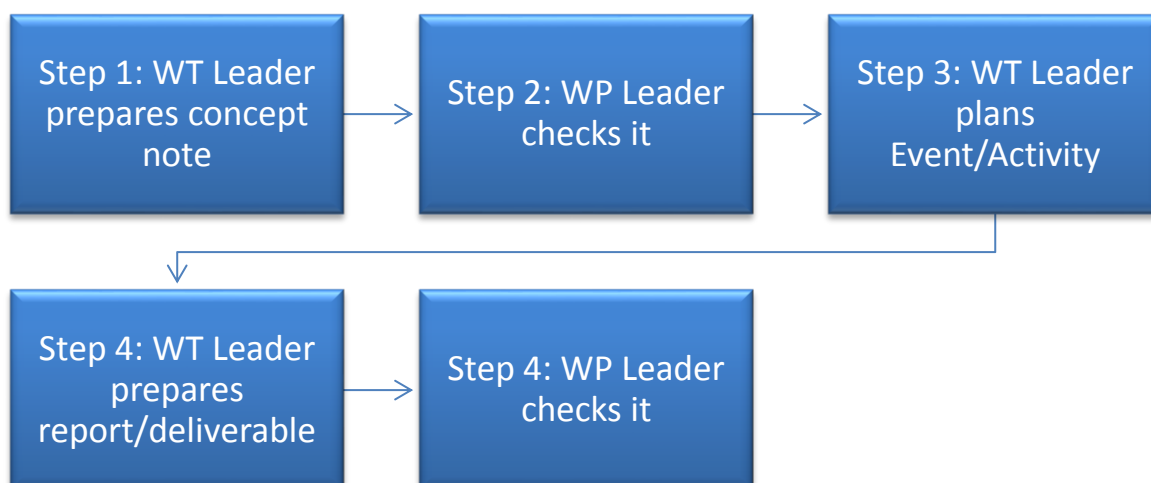


Figure 2: Project Events/Activities Process

4.1.4 Reminder of EU acknowledgment

Beneficiaries of the EU's Horizon 2020 research and innovation programme have the obligation to explicitly acknowledge that their action has received EU funding. This must be done, if possible and unless the Commission requests otherwise, in all communication, dissemination and IPR activities as well as on all equipment, infrastructure and major results funded by the grant.

The EU emblem and reference to EU funding must be displayed in a way that is easily visible for the public and with sufficient prominence (taking also into account the nature of the activity or object).



Figure 3: the EU emblem

Depending on the kind of activity (see your Grant Agreement) this shall be done in various ways.

4.1.4.1 Applications for IPR Protection of Results (Article 27.3)

Include the following standard sentence in each application filed by or on behalf of a beneficiary:

"The project leading to this application has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 777455".

4.1.4.2 Standards Incorporating Results (Article 28.2)

If results are incorporated in a standard, the beneficiary shall ask the standardisation body to include the following statement in (information related to) the standard:

"Results incorporated in this standard received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 777455".

4.1.4.3 Dissemination activities (Article 29.4) and Communication Activities (Article 38.1.2)

The following must be included in all dissemination activities:



This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 777455

4.1.4.4 Infrastructure, Equipment, Major Results (Article 38.1.2)

The following must be displayed on all infrastructure, equipment and major results funded by the grant:



This [infrastructure][equipment][insert type of result] is part of a project that has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 77745

4.2 Information exchange

The project will deploy a set of tools for the exchange of information and the monitoring of the activities. These tools will enable partners to find the information easily, to timely exchange opinions and experiences and to track the global progress of the project. The tools that will be set up are:

1. A **document 'live' repository**, the document management system - DMS, set up via Google Drive and used to store all the main documents of the project such as deliverables, internal reports, official documents, main meeting agendas, presentations, and minutes of periodic short technical meetings, etc. The repository will monitor any deviations from the original workplan. Access to the repository is given to all project partners.
2. A set of **mailing lists**: a global mailing list for all the IoT4Industry partners will be created and additional mailing lists can be set up upon need and request.
3. An **online meeting system - GoToMeeting**: used for regular plenary telco meetings.

4.2.1 Files and Archives Management

4.2.1.1 Document Repository

The IoT4Industry official repository is an instance of the technology Google Drive¹, an open source file sync and share software that provides a file synchronization and sharing solution on a server hosted and managed by Pole SCS.

Access is restricted to project partners.

4.2.1.2 Templates

Templates for deliverables and presentations are available on the project's repository with IoT4Industry

¹ <https://www.google.com/drive>



branding. Also, official logos are stored in the project's repository.

4.2.1.3 Document Naming and Versioning

The procedure for naming deliverables and project level documents is - **<ProjectName>_<Deliverable Number>_<v0.#>** e.g. "IoT4Industry_D1.1_v0.1.docx". Subsequent versions will be named v0.2, v0.3 etc., until the last and final version is named v.1.0.

All final documents will be stored on the project repository in the original (Word, Excel, PPT) and PDF format.

4.2.2 Meetings and Teleconferences

This paragraph describes procedures for IoT4Industry face-to-face and virtual SC and WP meetings.

SC virtual meetings take place at least once per month and last for approximately one hour. A conference call system (GoToMeeting) has been provided by inno for this purpose. Call-in details are sent to IoT4Industry consortium partners 7 days in advance of the next meeting.

SC face-to-face meetings usually take place, on average, twice a year and wherever possible in conjunction with project outreach activities where a predominant number of partners are present to minimise travel expenditure.

Meetings may also be convened at any other appropriate time throughout the project duration if necessary. Such necessity may include the discussion of an important topic relating to the SC that requires immediate attention.

The Coordinator is responsible for preparing the **SC meeting agenda** and for sending it at least **3 calendar days before of the call** (1 week, in case of face-to-face meetings). The agenda lists the points for discussion in order of importance and grouped per work package including an Any Other Business section. Any agenda item requiring a decision by the Members of the SC must be identified as such on the agenda. Any member of the SC may add an item to the original agenda by written notification to all of the other members up to 3 days preceding the meeting.

The Coordinator, Pole SCS, is responsible for taking the SC face-to-face and conference call **meeting minutes**. Pole SCS places the minutes and appropriate actions on the IoT4Industry repository seven days after the meeting. This is accompanied by an **e-mail notifying the SC**. Meeting participants and absentees are clearly indicated. Points of discussion are placed in order of work packages as well as actions which are clearly highlighted with relevant deadlines and responsible partners set. Information regarding the next conference call is supplied at the end of the minutes.

Work Package Leaders may convene **WP meetings** when deemed appropriate by them and amongst themselves (at least one per month). Guidelines regarding agenda and minutes are the same as SC meetings, with the exception that:

- WP Leaders are responsible for assigning agenda and minute taking responsibilities.
- SC members should be informed of the action items identified from the WP meetings.

4.3 QA Procedure

Following an overview of the subjects of QA and the different roles and responsibilities in the QA process, the following chapter deals with the QA procedure in details.

All deliverables and external documents will be internally reviewed. Any issues with quality will be resolved before final approval and submission of deliverables to the EC or publication of the report. Reviewers are selected to examine and to evaluate the project deliverables. A reviewer is a partner that has not been a leading role in the preparation of the deliverable/report. The list of peer reviewers is provided in chapter 2.1.1. Other peer reviewers could be nominated on case-by-case basis, when necessary.



Comments made by the reviewer should be as specific/precise as possible; comments which are too general often cannot be answered appropriately.

The role of the reviewer is to monitor the quality of the deliverable/report to the best of his or her capacity. The goal of the review is to improve the deliverable. The authors will take the comments into account in the finalisation of the deliverables/reports. If, after revision of the deliverable/report, the reviewer considers the deliverable to be insufficient or technically wrong, he/she forwards his/her remaining concerns to the PC.

The PC acts as the final reviewer, supported by the WP Leaders for specific technical aspects in reports.

As a result of the quality control by the internal reviewer and the deliverable leader, appropriate actions may include:

- Acceptance = The Deliverable complies fully with the rules and reference standards listed in the QAP.
- Adjustment = The Deliverable is not fully compliant with ALL the rules and reference standards listed in the QAP. Some improvements are required by the Project decision bodies to make it fully compliant.
- Rejection = The Deliverable is not compliant at all with the rules and reference standards and/or the subject is not addressed to the satisfaction of the Project decision bodies. Significant re-working of the Deliverable is required.

If agreement is not achieved between the Deliverable Leader and the reviewer, then the reviewed deliverable should be submitted to the PC for review and decision on the action to take.

4.3.1 *Project Deliverables*

The basic procedure by which deliverables, reports and other documents are reviewed is the following:

- The responsible partner sends the concept note of the deliverable to the respective *WP Leader* **three (3) months prior** to the submission deadline;
- They review the underlying methodology, the draft table of content, etc. (see Concept Note Template in Annexes I & II) and agree on a finalised concept note with the responsible partner **two (2) weeks** after the concept note delivery;
- After taking the suggestions for the concept note into consideration, the responsible partner prepares and sends the initial version of the deliverable to the *WP Leader*, who is responsible for the high quality of work in the WP; other partners can be involved for contributions to the content;
- After the approval by the WP Leader, the responsible partner sends the deliverable to *all partners* **one (1) month prior** to the submission deadline;
- All partners have the possibility to comment the document within **three (3) working days**;
- After receiving the commented document from the project partners, the responsible partner assesses the proposed changes and sends the deliverable to the *assigned internal peer reviewer*;
- The peer review is conducted within **five (5) working days**;
- The peer reviewer sends the reviewed version of the document back to the *responsible partner* with the *WP Leader* in copy, and also sends the filled peer review template (see Annex III);
- If needed, the responsible partner and WP Leader shall work together to make the requested modifications/ clarifications;
- After receiving the reviewed deliverable, the responsible partner is to take the suggestions into consideration, finalise the document and send it to the *PC and the assigned peer reviewer* in no more than **five (5) working days** (both in MS Word and PDF format), and also for *all project partners* for information;



- If the reviewer still has major concerns, she/he sends them to the *WP Leader and to the PC three (3) days before* the submission deadline;
- After receiving the final document, the PC has to submit the document before the given submission deadline.

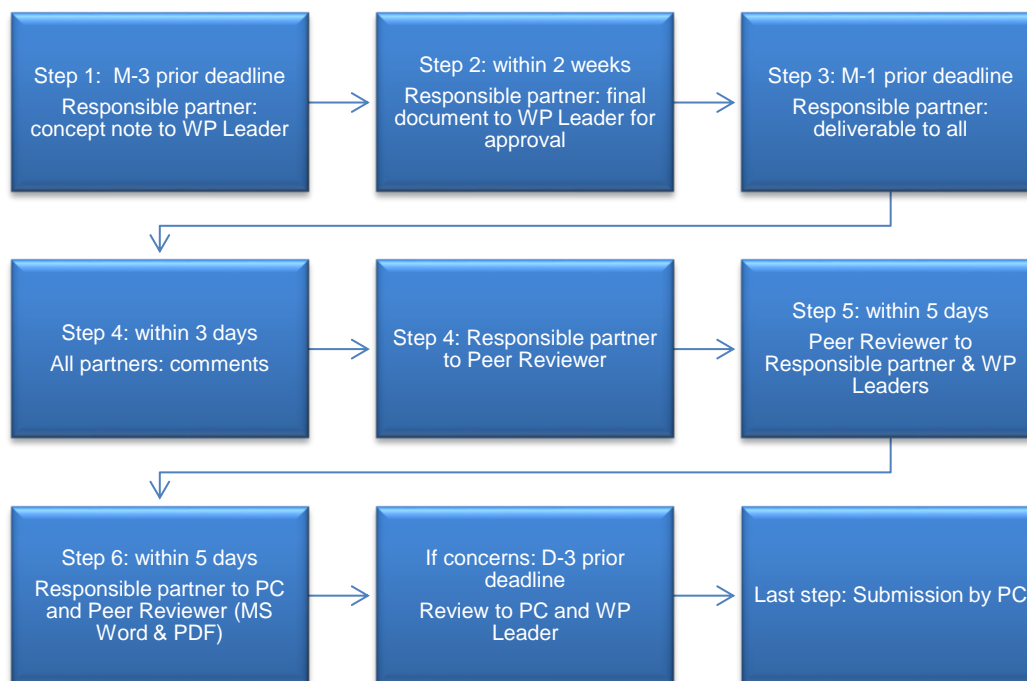


Figure 4: Project deliverable process

Where necessary, e.g. when there is a bottleneck in the content gathering, the process described above can slightly be modified, upon approval by the PC.

4.3.2 External public documents / dissemination material

There will be cases during the project lifetime, when documents not listed in the DoA will be reviewed. The basic procedure is similar to that of the project deliverables:

- The responsible partner sends the initial version of the document to the *WP Leader*, who is responsible for the overall quality of work within the WP, therefore the WP Leader provides suggestions for improvement;
- After the approval of the WP Leader, the responsible partner sends the document to *the PC*;
- The PC reviews the document, provides suggestions, and sends back the reviewed document to the responsible partner in **five (5) working days**, if possible;
- The responsible partner takes the suggestions and contribution into consideration, and prepares the final document;
- The responsible partner sends the finalised document to the *PC and all project partners* for information in due time.

With regards to public dissemination material, such as project flyers, cards, official presentation, etc., the process is as follows:

- The responsible partner sends a draft version to the PC. For general outreach material the responsible partner is expected to be the WP4 Leader (as WP4 deals with Outreach), whilst for



specific material, e.g. on a single activity item, it could be another partner. The WP4 Leader will always be in charge of design elements, whereas content can stem from different activity leaders.

- The PC elaborates a final version on this basis, notably ensuring the material corresponds to the overall project branding and is suitable to the purpose for which it is developed.

4.4 Key Performance Indicators (KPIs)

In order to have a consistent impact assessment after each project activity, it is essential to have one centralised QA management with appropriate performance indicators of the project tasks.

The following table (Table 3) outlines the expected impacts and describes how the IoT4Industry project will contribute to achieve them. The achievement of KPIs will be monitored throughout the project as part of internal and official project reportings.

Key Performance Indicator	Estimated value	Refers to objective n°	Comment
Outreach to SMEs	1000+	1	SMEs from EU addressed with the offer
Expression of interest	300		Estimation
Collaborative project applications received	200	2	Estimation
Eligible applications received	160		Estimation
Available vouchers	100		Maximum budget (3,75 M€)
Collaborative projects selected	80		50 feasibility studies of 2 SMEs per collaborative project in average
Call success rate	40%		Ratio selection towards applications
Satisfaction of beneficiaries	>90%		Collected through feedback tools
SMEs having carried out feasibility studies	50		
...to be followed by an effective integration	40 (80%)		
SMEs having reached a prototype version	35		
SMEs having demonstrated in real environment the effectiveness/readiness to the market of a new manufacturing solution	15		2 & 3
Turnover growth rate in the SMEs having participated in collaborative projects one year after the end of the project ⁴	+30%	3	Estimation
Jobs preserved / created during the project and by	1000 +	1	Around 10 per SME involved in a collaborative project ²

² This estimation takes into account other external factors not only linked to the support provided in the



2025			
Outreach to relevant cluster networks and thematic networks	10+ networks 500+ clusters 50k+ SMEs	4	<i>Dissemination KPI</i>
Outreach to ambassador clusters	10+ ambassadors 500+ RDI stakeholders		
Outreach to partners network	Multiplication effect		
Outreach to other projects and initiatives	5+ projects and initiatives		
Outreach to associations	20+ associations		
Outreach to regional authorities	10+ regional authorities		

Table 3: List of KPIs

5 Risk Management Plan

5.1 Risk Management Procedure

The Consortium will implement a rigorous risk management plan. The management of the risks will be under the responsibility of the Project Coordinator who will be promptly informed by WP Leaders of newly identified risks (if any) that might arise during the project execution and who will devise a mitigation plan to review the project objectives and detail a contingency plan to minimise the impact of the risk. Each risk is associated with a likelihood (low-medium-high).

5.2 Critical Risks & Mitigation Mechanisms

The following table (Table 4) summarises the most significant risks that have been a-priori identified with respect to the technical and managerial aspects of the project may include. All risks have low severity, as the higher factor risks have been mitigated upfront, before the start of the project by adjusting the work plan.

Description of risk (with likelihood) ³	Work package(s) involved	Proposed risk-mitigation measures
Low interest in the project training activities and matchmaking offer Likelihood: <i>Medium</i>	<i>WP2 “Pre-identification of SMEs, Training and matchmaking”</i>	Strong existing contacts and networks will be important factors to keep this risk at low level. Mitigation measures will be implemented in the same way (dissemination and monitoring to adapt the offer where necessary).
Low number and/or quality of the applications	<i>WP3 “Innovation vouchers”</i>	The call will be spread to the wide networks of the project partners. In their ecosystems, cluster partners have already preidentified start-ups/SMEs which could be interested in

framework of the project and favorable economic conditions.

³ Risk severity is determined by the product of likelihood (here in the scale “low/medium/high”)



Description of risk (with likelihood) ³	Work package(s) involved	Proposed risk-mitigation measures
<p>submitted by SMEs to answer to the Expression of Interest or call for collaborative projects <i>Likelihood: Medium</i></p>		<p>participating to the calls. Tight relation to relevant networks on EU level is ensured and the implication of “Ambassador clusters” in other regions will make sure to have a strong outreach and thus high response rate. Furthermore, the number of applications submitted or intended to be submitted will be monitored after the launch of the call and until the deadline. If it is too low before the deadline, further efforts will be spent on disseminating the calls (direct contacts, additional networks, etc.). If still the number or quality is too low, an assessment of the weaknesses in the first launch will be made and another call will be launched, adapted to the observed difficulties</p>
<p>Difficulty in managing the innovation vouchers scheme and to distribute all the vouchers <i>Likelihood: Medium</i></p>	<p>WP3 “Innovation vouchers”</p>	<p>The first calls will be launched as early as underlying analysis permit it. This will enable the consortium to distribute early the vouchers. A second call at mid-term of the project will allow to answer the demand of collaborative projects that might need training / matchmaking support first. The distribution and management of the vouchers will be closely managed (dedicated task) and all cluster partners will be involved in the follow up of projects having received support</p>
<p>Low quality in the implementation of a voucher through the collaborative projects <i>Likelihood: Medium</i></p>	<p>WP3 “Innovation vouchers”</p>	<p>The innovation voucher system has been designed to correspond to different stages of a collaboration process. This is expected to ensure collaboration partners can apply to a voucher corresponding to their stage of partnership and implementation process. Close management through all cluster partners at an operational level will ensure the collaborative projects have advice at hand and potential difficulties are detected at an early stage. The financial management is closely supervised by the project coordinator in a dedicated task</p>
<p>Default or fraud of companies that have been granted with a voucher <i>Likelihood: Low</i></p>	<p>WP3 “Innovation vouchers”</p>	<p>A low pre-funding rate (20%) mechanism is put in place and a quick analysis of financial ratio will be performed before signing the grant agreements.</p>
<p>Failure of projects funded through vouchers (stop during the course of the project or unsuccessful result) <i>Likelihood: Low</i></p>	<p>WP3 “Innovation vouchers”</p>	<p>A strict follow-up control is put in place as well as a maximum budget for each project to limit the risk.</p>
<p>Difficulty in aligning the exploitation expectations of each partner <i>Likelihood: Low</i></p>	<p>WP4 “Outreach and Sustainability”</p>	<p>The project will start early to identify the exploitation claims of the partners, e.g. whether they want to use results/services/trainings internally or license/provide them to 3rd parties. A draft exploitation plan will already be prepared at project mid-term and exploitation will be part of all following plenary meeting discussions.</p>



Description of risk (with likelihood) ³	Work package(s) involved	Proposed risk-mitigation measures
Difficulties to access relevant data for analysis tasks <i>Likelihood: Low</i>	<i>WP5 “Project coordination and management”</i>	All partners have access to internal data corresponding to their markets and regions; in addition, a number of relevant external publications have already been identified that will be good sources of information. Partners can also rely on their wide networks to support the gathering of data
Analysis will prove the value chain not to be compatible (no matching of offer and demand or discrepancy between macro data at European scale and case by case analysis to deliver practical, maturity of some IoT technologies for the industrial sector) <i>Likelihood: Low</i>	<i>WP5 “Project coordination and management”</i>	Smart industry is already a concept proven to have strong potential as an emerging industry in Europe with positive impact on growth and competitiveness. If the currently existing offer does not match the demand (low risk), new solutions will certainly come up within short time to cover such market. The IoT4Industry analysis will make sure to identify concrete matches or potential gaps. The support of the Advisory Board experts that have experienced implementations on their own will be of clear value and the team will ensure to be realistic in its analysis and clearly classify/select technologies with high TRL.
Low implication of project partners in the operational work, dissemination efforts and reporting <i>Likelihood: Low</i>	<i>WP6 “Ethics requirements”</i>	All project partners have proven their strong interest in the topic throughout the 2 stages application process. Quality implementation of operational tasks will closely be monitored by a dedicated WP and both the PC and WP leaders will ensure the partners involved in the tasks are strong contributors to the project success. Should a partner fail its obligations, the Steering Committee can take mitigation measures (up to excluding a partner from the consortium) – the Consortium Agreement will specify the decision making and implementation of such measure. The risk for impact of such failure is low, as the task and WP teams have been set up to cover necessary competences at least through 2 partners per task

Table 4: Risk and Mitigation

6 Ethics

6.1 Confidentiality

6.1.1 Information

All information in whatever form or mode of transmission, which is disclosed by a Party (the “Disclosing Party”) to any other Party (the “Recipient”) in connection with the Project during its implementation and which has been explicitly marked as “confidential” at the time of disclosure, or when disclosed orally has been identified as confidential at the time of disclosure, is “**Confidential Information**”, providing that in the case for oral disclosure, confidentiality has been confirmed and designated in writing within 15 calendar days by the Disclosing Party”.



6.1.2 Non-disclosure

The Recipients undertake in addition and without prejudice to any **commitment of non-disclosure** under the Consortium Agreement and Grant Agreement, for the period of the project duration:

- a) not to use Confidential Information otherwise than for the purpose for which it was disclosed;
- b) not to disclose Confidential Information to any third party without the prior written consent by the Disclosing Party;
- c) to ensure that internal distribution of Confidential Information by a Recipient shall take place on a strict need-to-know basis; and
- d) to return to the Disclosing Party on demand all Confidential Information which has been supplied to or acquired by the Recipients including all copies thereof and to delete all information stored in a machine-readable form. The Recipients may keep a copy to the extent it is required to keep, archive or store such Confidential Information because of compliance with applicable laws and regulations or for the proof of on-going obligations.

6.1.3 Fulfilment of obligations

The Recipients shall be responsible for the fulfilment of the above obligations on the part of their employees or third parties involved in the Project and shall ensure that they remain so obliged, as far as legally possible, during and after the end of the Project and/or after the termination of the contractual relationship with the employee or third party.

6.1.4 Disclosure or use of confidential information

The above shall not apply for disclosure or use of Confidential Information, if and in so far as the Recipient can show that:

- a) The Confidential Information becomes publicly available by means other than a breach of the Recipient's confidentiality obligations;
- b) The Disclosing Party subsequently informs the Recipient that the Confidential Information is no longer confidential;
- c) The Confidential Information is communicated to the Recipient without any obligation of confidence by a third party who is to the best knowledge of the Recipient in lawful possession thereof and under no obligation of confidence to the Disclosing Party;
- d) The disclosure or communication of the Confidential Information is foreseen by provisions of the Grant Agreement
- e) The Confidential Information, at any time, was developed by the Recipient completely independently of any such disclosure by the Disclosing Party; or
- f) The Confidential Information was already known to the Recipient prior to disclosure; or
- g) The Recipient is required to disclose the Confidential Information in order to comply with applicable laws or regulations or with a court or administrative order.

6.1.5 Care of confidential information

The Recipient shall apply the same degree of care with regard to the Confidential Information disclosed within the scope of the Project as with its own confidential and/or proprietary information, but in no case less than reasonable care.

6.1.6 Unauthorised disclosure

Each Party shall promptly advise the other Party in writing of any unauthorised disclosure, misappropriation or misuse of Confidential Information after it becomes aware of such unauthorised disclosure, misappropriation or misuse.

If any Party becomes aware that it will be required, or is likely to be required, to disclose Confidential Information in order to comply with applicable laws or regulations or with a court or administrative order, it shall, to the extent it is lawfully able to do so, prior to any such disclosure:

- Notify the Disclosing Party;
- Comply with the Disclosing Party's reasonable instructions to protect the confidentiality of the information.



6.2 IPR

The knowledge generated during the project execution will be expressed in terms of internal documents, deliverables, communication/dissemination material, and source code. Knowledge will be securely stored and maintained in an internal project repository, for the usage of the consortium partners. This knowledge will be classified into three groups: **Limited access**, **project level access** and **public access**, depending on the content within. The project repository will be maintained after the conclusion of the project for at least 2 years. The knowledge management will abide by the principles of discoverability, accessibility, intelligibility and availability beyond the end of the project.

To support the **knowledge dissemination and impact creation**, the project deliverables will be freely published on the project website for any user, as long as they are labelled as “Public” (as indicated in the list of deliverables, see 4.1.1. In all other cases, a publishable version of the document (or an executive summary) will be produced and shared. The IoT4Industry website and its content will be available after the conclusion of the project for at least 2 years.

The Partners agree also to mutually respect their individual Intellectual Property Rights (IPRs) and strategic assets brought to the project. In general, the consortium will seek to maximize the protection of the intellectual property and other results generated by the initiative for individual, joint and European advantage. The aim of the IPR management is to decrease the shortage up to the exploitation phase, in order to be able to transfer all the required rights to the project partner who asked for it. In this sense, the appropriate rules for IPRs are based on the Consortium Agreement (CA) between the consortium partners.

In processing any kind of personal data, the IoT4Industry consortium will apply the GDPR regardless of the nationality or residence of the data subject.

6.3 Data management and privacy

IoT4Industry plans to use standard principles of data management applied to maintain the value and ensure the effective use of all project data. Specific deliverables of WP6 “Ethics” treat the use of data which will be in line with the General Data Protection Regulation (GDPR), as of May 25th, 2018. A Data Protection Officer will be appointed by the project.

Apart from the knowledge generated within the project development, IoT4Industry will capture data which is mainly public. Data captured by primary sources like interviews or online surveys will not be divulged to third parties and not used for other purposes beyond IoT4Industry activities. The latest security measures known to the consortium will be applied. Users of the services of IoT4Industry will be guaranteed opt-out option any time during and beyond the project duration and open source. The permission to access project data should be granted to all eligible members of the project for all legitimate project activities, and in compliance with the data protection procedures. A non-disclosure agreement (NDA) will be proposed within the WP6 activities to be signed with the involved third parties when applicable. Wherever needed, data will be anonymised for data privacy protection, without anyhow losing any element of representativeness & worth of such data.

7 Agreements

The following agreements have been signed by the Consortium. The copies of the agreements are available on the project’s repository.

7.1 Grant Agreement

The grant agreement sets out the rights and obligations and the terms and conditions applicable to the grant awarded to the beneficiaries for implementing the action. All partners signed the grant agreement.



All signatures were submitted in the EC participant portal. If any amendments to the Grant Agreement are prepared and accepted during the project lifetime, these will replace the initial version.

7.2 Consortium Agreement

The consortium agreement specifies and supplements binding commitments among the partners in addition to the provisions of the Grant Agreement. All partners have signed the consortium agreement in May 2018 at the latest. The consortium agreement and the original signatures pages are distributed to the Consortium.

The Consortium Agreement is available on the project's document repository.



8 Annexes

8.1 Annex I – Concept Note for Deliverables

Concept Note for Dx.x <Deliverable Title>

Concept Note

The deliverable concept note is to be delivered for all deliverables at the defined date in the Quality Assurance Plan by the Deliverable Leader.

Please be as concise as possible. The main text should be maximum 5 pages.

The font used is Arial size 10 for normal text

1. Objective

Outline the objective of the deliverable in a few sentences, what does the deliverable aim to achieve and how does it support the overall project concept.

2. Target Audience

Highlight the main target group. For whom is the deliverable relevant and important? Whom do you expect to read the document?

3. Input

Baseline, if applicable: list some previous studies, initiatives, activities or reports similar to the subject of this deliverable and related sources of information, e.g. websites, documents, organisations, and individuals.

4. Process / Implementation

Describe your methodology: e.g. desk research, interviews, questionnaires, statistical or other methods for the analysis of results for a deliverable, etc.

5. Output

Please provide a draft table of contents for the deliverable.

6. Impact

Outline briefly: How can the results be used? How can we measure the impact of this activity?

Do you see any opportunities that might increase the impact of the activity?

7. Dissemination Plan



Please list stakeholders that might find the document and its results useful (see target audience) and how they should be informed. How do we reach the different target groups? E.g. direct mailings, newsletter, information provided on the website, presentations at events, etc.

Target group of this deliverable (Who should be reached?)	
How do we reach the target group?	
Which distribution channels are used?	
Link on the project website for dissemination	
What is expected as good dissemination for this deliverable	E.g. 100 hits on the website, distributed to news, etc.



8.2 Annex II – Concept Note For Events

Concept Note for <Event Title>

Summary information of the event/activity (publishable)

Title of the event	E. g. workshop “xxxx” (title)
Responsible Person	
Dates (Start-End) and duration	E.g. August 10 to August 20 2018; 10 days in total
Location	E.g. Brussels, Belgium
Back-to-back event	Yes (if so, indicate) or no
Sectorial focus	Yes (if so, indicate) or no
Target Group	E.g. European start ups
Indicative number of participants	E.g. maximum 20

Description of the proposed event (publishable)

Brief description of the event (additional information to the public announcement above):

1. **Aim and objectives:**
2. **Background and context:**
3. **Customer type (target group) (additional information to the public announcement above):**
4. **Application process, selection criteria:**



5. Expected outcomes and impact:

Internal information (not published)

Indicative budget and major budget items	
Paying customers?	If yes, indicate the level of contribution, e.g. 30% of the costs, or 60% of the costs, or “3500 EUR per person” and so on
Maximum reimbursement to participants?	E.g. 100% of their travel cost within the limit 2000 EUR/ participant
Public announcement	Give 5-10 lines for web publication
Latest date when the public announcement should be published	At least 2 months before the event; give date DD.MM.YYYY
Specific additional dissemination channels	If any additional to the “usual” project channels
Main contributing partners and responsibilities	Indicate very briefly, to show who is involved
Planned associated partners/external org. to be involved	e.g. host : XX, trainers from X Y Z organisations
Work package	WP4
Contribution to sustainability of the project	Explain very briefly

Next Steps & Indicative Agenda (not published):

Concept agreed	When? DD.MM.YYYY
Event published	When? DD.MM.YYYY
Registration launched	When? DD.MM.YYYY
Participants informed	When? DD.MM.YYYY
Agenda fixed	
Logistics fixed	

Report:

Report due	E.g. +1 month after event
Report responsible	



Review responsible	E.g. contributing partners and/or associated partners
Report submission	Submission date to the coordinator DD.MM.YYYY
Report publication	Yes/No; if Yes date DD.MM.YYYY; if yes link to publication



8.3 Annex III – Peer Review Report Template

This template has to be compiled by the Peer reviewers of the deliverables, which undergo the peer review based Quality Assurance Procedure (QA) in this Deliverable 5.1, agreed among all partners.

1. Basic Information

Deliverable title	
Deliverable leader	
Submission deadline	DD.MM.YYYY
External Reviewer	
Date of receipt of deliverable	DD.MM.YYYY
Date of sending out the completed feedback template	DD.MM.YYYY

2. Formal Assessment

Does the document apply to the IoT4Industry editing standards (deliverable template)?

Is the level of English language clear and understandable?

Are there any major technical errors, omissions, and lack of necessary details?

Is the layout correct, are the tables in order, and are necessary annexes included?

3. Content & Structure

Does the deliverable contain what was defined in the concept of the deliverable and the Description of Action? *If not, please indicate the parts where improvement is necessary.*

Does the Executive Summary reflect the main points of the deliverable and adequately provide an easy understanding? *If not, please indicate the parts where improvement is necessary.*



Is the content presented in a logical and to-the-point manner? *If not, please indicate the parts where improvement is necessary.*

If applicable: Do the methodology and analysis comply with academic standards? *If not, please indicate the parts where improvement is necessary.*

Does the deliverable require substantial revision or rewriting? *If not, please indicate the parts where improvement is necessary.*

Is the dissemination level (public/restricted/confidential) correct? Are there any sensitive data in public deliverables?

4. Review Summary

The overall rating of the deliverable is []:

- 1: poor
- 2: below average
- 3: average
- 4: good
- 5: excellent

The current version of the deliverable is []:

- 1: applicable and ready to be submitted to the EC, if required;
- 2: applicable, but requires minor revisions, which do not necessitate to be resubmitted for peer review
- 3: applicable, but requires minor revisions and resubmission for peer review;
- 4: inapplicable and requires substantial revisions.



8.4 Annex IV – Front page of deliverables

IoT4Industry

Name of the deliverable - Number

Project Title	Towards smarter means of production in European manufacturing SMEs through the use of the Internet of Things technologies
Project Acronym	IoT4Industry
Grant Agreement No	777455
Instrument	Innovation Action
Topic	Cluster facilitated projects for new industrial value chains
Start Date of Project	1 st April 2018
Duration of Project	30 Months



Name of the deliverable	
Number of the deliverable	
Related WP number and name	
Related task number and name	
Deliverable dissemination level	
Deliverable due date	
Deliverable submission date	
Task leader/Main author	
Contributing partners	

Abstract:

Keywords



Revisions

Version	submission date	comments	author

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