D1.2

Project Handbook, Technical Risk Analysis and Management Plan

Version

V4

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Versions

Version	Date	Author(s)	Description
V01	26/04/2022	Annamaria Recupero (SIE), Patrizia Marti (SIE)	Definition of the Table of Contents based on the discussion with the coordinator.
V02	04/05/2022	Patrizia Marti (SIE), Annamaria Recupero (SIE), Flavio Lampus (SIE), Simone Guercio (SIE), Oronzo Parlangeli (SIE), Alessandro Innocenti (SIE)	First draft of contents. The document is ready for the internal review.
V03	15/06/2022	Andreas Sackl (AIT)	Internal review of the deliverable.
V04	28/06/2022	Patrizia Marti (SIE), Annamaria Recupero (SIE), Flavio Lampus (SIE), Simone Guercio (SIE), Oronzo Parlangeli (SIE), Alessandro Innocenti (SIE)	Final version of the deliverable.

Report Review

Version	Date	Reviewer(s)	Statement
V03	15/06/2022	Andreas Sackl (AIT)	- Applied official BeauCoup deliverable template - Spell-checking / grammar checking - Adding missing information about the Steering Committee - Minor adaptions regarding the communication process
V04	28/06/2022	Patrizia Marti (SIE), Annamaria Recupero (SIE), Flavio Lampus (SIE), Oronzo Parlangeli (SIE), Alessandro Innocenti (SIE)	- Final proof reading - Minor corrections

List of Acronyms and Abbreviations

Acronym/ Abbreviation	
AAL	Active & Assisted Living
CA	Consortium Agreement
CMU	Central Management Unit
DoW	Document of Work
LoI	Letter of Intent
WP	Work package

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Executive Summary

The aim of this deliverable is to provide defined rules and procedures to execute relevant project activities like communication and decision finding among project partners, to conduct meetings and create deliverables. Hence, this document should be read by every partner to guarantee compliance with the procedures.

In a nutshell, this document describes the structure of the consortium (e.g., partners, working groups, LoI-partners, etc.), how decisions within the consortium are made. Furthermore, all types of meetings, including review and consortium meetings, are explained in detail and it is described which communication flows and tools are used. Additionally, the whole process for the preparation of the deliverables is described including specific time plans and responsibilities. At the end of deliverable, a comprehensive analysis of risks and related countermeasures are listed, and rules regarding dissemination activities are described.

This deliverable will be used on an ongoing basis as a reference book about project management related issues. Furthermore, upcoming deliverables – e.g., D2.4, D5.2 and D5.3 – will use this deliverable as a basis for further implementations.

Relation to other deliverables and tasks in BeauCoup

Table 1: The work and the document build on results from the following deliverable

No.	Title	Information on which to build
D1.1	Consortium Agreement	In the Consortium Agreement, the fundamental processes and procedures are defined among the project partners on how to organise the project structure, communication, and workflows.

Table 2: The results of this work will be incorporated into the following work and deliverables

No.	Title	Basis for
D2.4	Ethical Guidelines and Data Protection Plan	Communication flows and risk management described in D1.2 will be incorporated in D2.4
D5.2	Dissemination Plan, Branding, Community Building	Communication flows and procedures for external communication, dissemination and exploitation described in D1.2 will be incorporated in D5.2
D5.3	Business Plan	Communication flows and risk management described in D1.2 will be incorporated in D5.3

1. About this document

This deliverable is a confidential report that aims at establishing shared common procedures for the project management. It contains all the relevant information to successfully collaborate among the project partners and to ensure the high quality of the project results.

The quality planning of BeauCoup deals with both the process and the outcomes, and it is inspired by the following key principles:

- transparency about the progress of the activities and the decisions made;
- clear responsibility of the partners in charge of the tasks and the deliverables preparation;
- mutual commitment to collaborate among partners towards shared objectives;
- open feedback culture to enable everyone to discuss and provide suggestions.

To follow these principles, BeauCoup has established specific management structures and procedures to ensure the proper division of responsibilities, effective decision-making and self-assessment processes, common reporting procedures, as well as proper information flow within the consortium and with external stakeholders.

Since the management procedures are intended to support the partners during the project execution, they are conceived as common but flexible guidelines, which might be adjusted to improve the effectiveness and efficiency of the consortium in reaching the project objectives.

This deliverable is a complementary document to the information provided in the consortium Agreement (CA) and in the Description of Work (DoW), and it should be considered as a reference for all the partners and for the entire project duration.

2. Project organisation

BeauCoup is a collaborative project involving a consortium of 10 partners with specific competencies and responsibilities.

The governance structure of the project is based on the following roles:

- **Project coordinator**, represented by Andreas Sackl, is in charge of the overall leadership of the project.
- **Work Package Leaders** are the partners responsible for the coordination of the assigned WPs; they have been chosen according to their expertise in reference to the main objectives of the WPs (Table 3).
- **Task Leaders** are the partners responsible for carrying out and reporting the activities included in the work plan (Table 3).
- **Steering Committee** is the core organisational and decision-making body; it is chaired by the coordinator and it gathers one representative of each legal entity (Table 4).

Representatives of the AAL CMU may participate in the Steering Committee as observers and, if necessary, further non-voting members may be invited by the Project coordinator to join the meeting of the Steering Committee in order to inform the decision-making.

Table 3: List of WPs and Task Leaders

WP1 Leader	**Austrian Institute of Technology (AIT)**
T1.1 Leader	Austrian Institute of Technology (AIT)
T1.2 Leader	Austrian Institute of Technology (AIT)
T1.3 Leader	Austrian Institute of Technology (AIT)
T1.4 Leader	University of Siena (SIE)
WP2 Leader	**University of Siena (SIE)**
T2.1 Leader	University of Siena (SIE)
T2.2 Leader	Feelif (FEE)
T2.3 Leader	NOUS (NOU)
T2.4 Leader	terzStiftung (TER)
WP3 Leader	**Austrian Institute of Technology (AIT)**
T3.1 Leader	Austrian Institute of Technology (AIT)
T3.2 Leader	NOUS (NOU)
T3.3 Leader	University of Siena (SIE)
T3.4 Leader	University of Siena (SIE)
T3.5 Leader	NOUS (NOU)
WP4 Leader	**NOUS (NOU)**
T4.1 Leader	University of Siena (SIE)
T4.2 Leader	Hilfsgemeinschaft (HGB)
T4.3 Leader	Hilfsgemeinschaft (HGB)
WP5 Leader	**NOUS (NOU)**
T5.1 Leader	NOUS (NOU)
T5.2 Leader	Santa Casa da Misericórdia de Lisboa (SCML)
T5.3 Leader	Austrian Institute of Technology (AIT)
T5.4 Leader	NOUS (NOU)
T5.5 Leader	NOUS (NOU)

Table 4: Members of the Steering Committee

Partners	Persons
Austrian Institute of Technology (AIT)	Andreas Sackl
NOUS (NOU)	Gunther Reisinger
University of Siena (SIE)	Patrizia Marti
Feelif (FEE)	Željko Khermayer
VRVis (VRV)	Andreas Reichinger
Fondazione Musei Senesi (FMS)	Elisa Bruttini
Hilfsgemeinschaft (HGB)	Daniele Marano
terzStiftung (TER)	Richard Züsli
SignTime (SIG)	Helmut Ludwar
Santa Casa da Misericórdia de Lisboa (SCML)	Elena Mantas

To support the effective collaboration among the partners focused on specific domains, BeauCoup established three Work Groups:

- **Technology Working Group** consists of the technical integration partner (NOU) and the technology providers (AIT, FEE, SIG, VRV), who are involved in developing the overall architecture of the BeauCoup system and its technological components.
- **Ethics and End-User Workgroup** consists of representatives of the end-user organisations (FMS, HGB, SCM, TER) and the coordinating researchers (SIE, VRV, AIT), who oversee all user-related activities of the project including issues related to ethics.
- **Exploitation and Dissemination Workgroup** consists of the partners involved in the strategies for disseminating and exploiting the project results (VRV, SIE, HGB, SCM).

Moreover, to support the effective implementation of the project, BeauCoup involves some **cooperating partners** who expressed their interest in joining the project through the letters of interest. They are museum organisations, non-profit associations providing assistance and services to older people and people with disabilities, and key-informants who will support the consortium in achieving the expected impacts of the project.

The Ethics and End-User Workgroup oversees managing the involvement of the cooperating partners, while the communication between the cooperating partner and the consortium is mediated by the partner acting as contact point.

Further details about the management structure, the responsibilities of each governance body and the procedures for decision making are available in the *Consortium Agreement*.

2.1. Decision making procedures

The decision-making mechanisms have been established to make decisions whenever necessary about all the issues concerning the project execution (e.g., scientific, legal, ethical, administrative, financial, intellectual property etc.) and to reach shared agreements.

The strategic decisions are concentrated in the hands of a limited group of people forming the Steering Committee, while every member of the consortium can influence through propositions the decisions at WP or Task levels.

The decisions by the Steering Committee are made by vote, with each consortium partner having a single vote. In case of a tie, the project coordinator will have a casting vote.

The Steering Committee shall not deliberate and decide validly unless two-thirds (2/3) of its members are present or represented (quorum). Decisions shall be taken by a majority of two-thirds (2/3) of the votes cast.

The venues for the Steering Committee discussion and voting are the consortium meetings organised every six months. Online extraordinary meetings can be scheduled at any time to discuss specific issues and make decisions. Extraordinary meetings should be noticed by the coordinator to all the members no later than 7 calendar days before the meeting date.

In such sessions, representatives of the AAL CMU may participate as observers and, if necessary, further non-voting members may be invited by the Project coordinator to inform the discussion of the steering committee.

If a member of the steering committee cannot attend the meeting, s/he may appoint a substitute or a proxy to attend and vote at the meeting.

Further details about decision making procedures and the veto rights are included in the *Consortium Agreement.*

3. Procedures for communication and collaboration

The effective communication and collaboration among the consortium are enabled by different meetings, channels and collaboration tools, which are used for specific purposes and following defined practices.

3.1. Meetings

The management of the project requires some periodic meetings, for monitoring and reporting the progress.

In addition to the planned periodic meetings, each partner is able to call for additional online meetings whenever necessary, involving the entire consortium or only some interested partners.

3.1.1. Review meetings

The review meetings with AAL CMU are planned in April 2023 as a mid-term review meeting and in September 2024 as a final review meeting. The mid-term review meeting will take place in Siena (Italy), hosted by the University of Siena (SIE).

The final review meeting at the end of the project will be a virtual meeting.

3.1.2. Consortium meetings

The consortium meetings are organised every six months, as in person meeting if the COVID-19 contingency measures allow the members to safely travel and attend the meetings.

The meetings are scheduled to rotate between the partners' home bases.

The consortium meetings gather the Steering Committee together with all the members of the consortium.

The meetings should be scheduled up to 30 days in advance to allow appropriate preparation at the intended location.

The dates of the meetings are proposed through a pool, using Doodle (https://doodle.com/en/), to ensure that at least one representative for each partner can attend the meeting.

It is expected that the meeting will have a 2-days duration. The scheduling may include some parallel sessions per WP in order to increase the efficiency of the meeting.

The chairperson is identified among the partner organisation hosting the meeting.

The written agenda of the meeting is defined by the coordinator and the chairperson, and it is sent to the consortium via mailing list no later than 14 calendar days before the meeting. Every partner can propose additional agenda items by sending a written request to the coordinator and the chairperson no later than 7 calendar days before the meeting.

The kick-off meeting took place in April 2022 as an online meeting given the restrictions due to the pandemic. The other meetings are planned in October 2022, April 2023, October 2023, April 2024, and September 2024.

The minutes of the meeting are written and distributed by the chairperson among the partners via mailing list, in order to collect possible amendments, and they are stored on the shared folder on SharePoint (see Section 3.3).

3.1.3. Project status meetings

The project status meetings take place online, through Microsoft Teams platform, every two weeks on Tuesday at 12:00, by involving at least one representative for each partner.

The objectives of these meetings are:

a) to report on what has been achieved in the last 2 weeks;
b) to plan the activities to perform in the following 2-4 weeks and ask for the partners' contributions;
c) to update about the deliverable status;
d) to highlight and discuss any potential issues which might hinder the work to be done.

The agenda of the meeting is distributed by the coordinator among the partners one week before the date of the meeting, in order to define together the topics to discuss.

The minutes of the meeting are written and distributed by the coordinator among the partners via mailing list, in order to collect possible amendments, and they are stored on the shared folder on SharePoint (see Section 3.3).

3.1.4. Work group meetings

After the project status meeting, the partners attend the bi-weekly Work Groups meeting during which they focus the discussion on specific topics.

The minutes of the meeting are written and distributed by the Working Group Leaders (SIE and NOU) to the consortium via mailing list, in order to collect possible amendments, and they are stored on the shared folder on SharePoint (see Section 3.3).

3.1.5. Minutes of meetings

The minutes of the review meetings, consortium meetings and project status meetings are mandatory, and they are distributed by the coordinator to the entire consortium within 14 calendar days of the meeting, in order to collect possible amendments.

The minutes shall be considered as accepted if, within 15 calendar days from sending, no member has sent an objection in writing to the coordinator or chairperson with respect to the accuracy of the draft of the minutes. Once accepted, the minutes are then stored on the shared folder on SharePoint (see Section 3.3).

The minutes should include the following information:

- General information about the type of meeting, date and place, chairperson
- List of attendees
- Agenda
- Dissemination level
- Version history
- Topics addressed, discussions and decisions made
- Action list

The minutes are not mandatory but recommended for bilateral and informal meetings, to keep track of the discussions and decisions.

3.2. Communication flows and tools

The flows of communication are based on the following paths.

- The communication with AAL CMU happens only through the coordinator.
- The communication with the National Funding Agencies happens only bilaterally between the Funding Agency and the funded partner.
- The communication among the members of the consortium follows the path task leaders – WP Leaders – coordinator and vice versa.
- The communication within the Work Group follows the path Work Group members – work group leader – coordinator and vice versa.

In addition to the periodic meetings, the consortium uses the email as the main channel to communicate.

The mailing list beaucoup-all@tech-experience.at has been created to include all the persons in the partner organisations.

In case of modifications needed (e.g., adding persons, changing email address), the request should be sent to the coordinator who is in charge of updating the mailing list.

Except for bilateral discussions, all the communications should be sent via mailing list.

The conventions for the subject of the email includes the title of the project, the number of the related WP and Task: e.g., "BeauCoup: WP1 Task1.4 - Contribution for the Risk analysis".

On SharePoint, there is an excel file with the contacts of all the persons involved in the project. It is partners' responsibility to take the contact list updated during the project.

The Technology Working Group decided to use the Slack channel to support the effective communication and discussion about technical issues.

3.3. Collaboration tools

During the kick-off meeting, the consortium agreed to use SharePoint as a collaborative platform to store and exchange documents.

Link to access SharePoint: https://portal.ait.ac.at/sites/BeauCoup

The platform includes separate folders for each WP, a dedicated folder for the deliverables, and a dedicated folder for the meetings to store the presentations and the minutes.

The access to SharePoint is granted to registered members of the consortium. Each member of the consortium has been provided with a personal username and password allowing him or her to access the shared folders.

Security measures are in place to protect the platform for unauthorised access and disclosure of confidential information. Nevertheless, it should be noted that sensitive data should not be shared through this platform, and they should be securely maintained on internal servers of project partners.

When a document is uploaded on SharePoint and it requires everyone's attention, the editor partner should inform the consortium through the mailing list.

Additional tools might be selected during the project to support specific needs. In that case, the proposing partner should discuss the proposal during the project status meeting, by explaining the reasons for the choice, potential alternatives, benefits, and limitations. After the discussion, the consortium decides to accept or reject the proposal.

4. Deliverables and milestones

As mentioned in Section 3.1.3, the project status meetings taking place every two weeks are intended to monitor the activities and the progress made according to the pre-defined work plan.

The coordinator informs the consortium of the upcoming deliverables that are due within 3 months from the communication.

The status of the deliverables is tracked on an excel file on SharePoint, that is constantly updated by the deliverable editors and monitored by the coordinator.

4.1. Project reports

The **Annual Progress Reports** are edited by the coordinator, and they should be sent to AAL CMU for the periods Apr-Dec 2022, Jan-Dec 2023, and Jan-Sep 2024. These reports describe the activities performed in the reporting period, the financial resources employed, the finalised deliverables and the reached milestones according to the Description of Work.

The **National reporting procedures** are managed independently by the partners according to the specific rules of each National Funding Agency. Thus, the partners are responsible to fulfil all the requirements of their National Funding Agency, and there is no coordination led by the coordinator.

In addition to the official reports for the AAL CMU, short **Quarterly Management Reports** are prepared for internal purposes. The coordinator is responsible for collecting and integrating all partners' contributions providing a suitable juncture to review scientific progress and facilitate overall monitoring of the project progress in accordance with the Description of Work.

4.2. Deliverables and procedures to deliver

Every deliverable has a specific due date as defined in the Description of Work.

Every deliverable is assigned to one partner acting as the editor - who coordinates the preparation of the deliverable, collects the contributions from the other partners, and who is responsible for the timely delivery - and to one partner acting as internal reviewer, who revises the deliverable and provides the editor with possible recommendations to improve its quality.

The following procedures are in place to support this process (Figure 1).

1. At least two months before the due date, the coordinator assigns a reviewer partner.
2. At least 4 weeks before the due date, the editor sends the table of contents and the roadmap to the coordinator and the consortium.
   - The editor collects the contributions from the partners and prepares a draft document.
3. At least 3 weeks before the due date, the editor sends the deliverable to the reviewer and the consortium.
   - The reviewer carefully checks the deliverable according to the quality criteria listed below, performs proofreading and makes minor corrections directly on the text using track changes mode, and adds comments for major revisions.
   - The other partners are invited to provide comments and suggestions to improve the quality of the deliverable.
4. At least 2 weeks before the due date, the reviewer and the other partners sends comments and recommendations to the editor.
   - The editor follows the suggestions to improve the quality of the deliverable.
5. At least 1 week before the due date, the editor sends the revised deliverable to the reviewer and the coordinator who may approve or ask for additional modifications.
   - The reviewer and the coordinator carefully check the deliverable and decide whether the deliverable is ready for submission or additional revisions are required.

6. At least 4 days before the due date, the reviewer and the coordinator notify the editor to approve or ask for further revision.
7. At least 1 day before the due date, the editor sends the final version of the deliverable to the coordinator who is in charge of submitting the deliverable.

Once the deliverable has been approved and finalised, the coordinator submits the deliverable, and informs the consortium via mailing list.

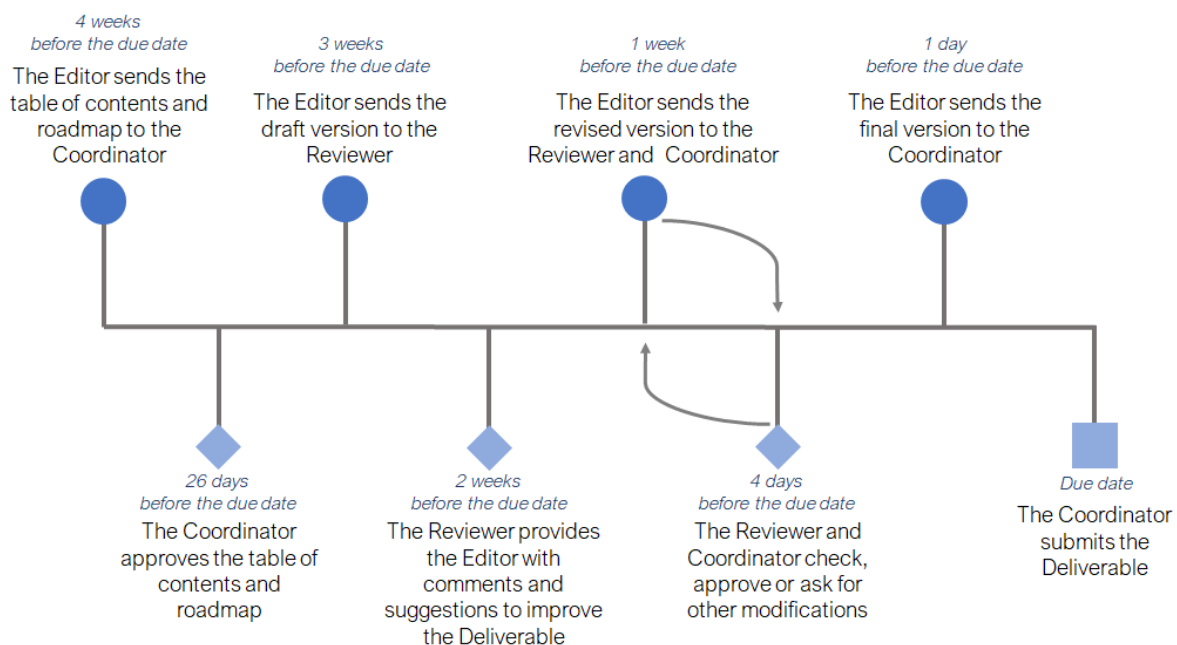The final version of the deliverable is stored on the shared folder on SharePoint.

Figure 1: Timeline for the preparation of the deliverables

The criteria to evaluate the quality of the deliverables are the following.

- The deliverable is in accordance with the Description of Work.
- The objectives of the deliverable are clearly stated.
- If relevant, the deliverable explains its connection with other deliverables.
- The structure of the contents is well organised.
- The figures and tables are of high quality.
- The deliverable includes correct information and all the necessary data to draw conclusions.
- Appropriate references and citations are provided.
- The contents are easy to read and understand.
- The contents are not repetitive and there are references to other documents when needed.
- The contents are written in British English, with good syntax and grammar.
- The document follows the formatting rules of the project template.

The deliverables in the form of written reports are prepared using a common template and a filename convention, including the number of the deliverable, the due date and the number of the version: e.g., "BeauCoup_D1.2_M03_V01".

They are stored in the SharePoint folder, and they are published on the project web site if they are not confidential.

The deliverables in the form of prototypes should be accompanied by a written document describing the nature of the deliverable, the editor partner and the contributing partners, a description of what is included in the deliverable and other supporting material (e.g., photographs, technical design etc.).

An excel file on the SharePoint folder is used to monitor the progress in deliverables preparation (Figure 2).

Since most of the deliverables require the contribution from different partners, all the partners involved should therefore take the appropriate steps to ensure that the deliverable preparation is completed in time and with high quality, in order to issue the deliverable within the due date.

The editor partner is responsible for defining the structure of the document, collecting information from the partners, and creating a document that is properly structured and consistent also with other deliverables (e.g., terminology, structure, references to other documents, supporting material).

WP	Del.	Deliverable name	WP	Type /Nature	Level	Resp. partner	Review partner	Current month	Delivery date	Month/Year
WP1	D1.1	Consortium Agreement	1	report	public	AIT	AIT	M2	M0	2022-03
	D1.2	Project Handbook, Technical Risk Analysis and Management Plan	1	report	public	SIE		M2	M3	2022-06
	D1.3	Calendar Year Report (and Financial Report)	1	report	restricted	AIT		M2	M12	2023-03
						AIT		M2	M24 (update)	2024-03
						AIT		M2	M30 (update)	2024-09
	D1.4	Mid-term Review, Questionnaire	1	report	public	AIT		M2	M15	2023-06
	D1.5	Final Report	1	report	public	AIT		M2	2 months after end of project	2024-11
WP2	D2.1	End-user Specifications	2	report	public	SIE		M2	M5	2022-08
	D2.2	Service Design Specification	2	report	restricted	FEE		M2	M7	2022-10
	D2.3	System Architecture and Technical Requirements	2	report	restricted	NOU		M2	M7	2022-10
	D2.4	Ethical Guidelines and Data Protection Plan	2	report	restricted	TER		M2	M6	2022-09
WP3	D3.1	The Bag	3	other	public	SIE		M2	M15	2023-06
								M2	M24 (update)	2024-03
								M2	M30 (update)	2024-09
	D3.2	The Box	3	other	public	SIE		M2	M15	2023-06
								M2	M24 (update)	2024-03
								M2	M30 (update)	2024-09
	D3.3	The Screen	3	other	public	NOU		M2	M15	2023-06
								M2	M24 (update)	2024-03
								M2	M30 (update)	2024-09
	D3.4	OA DB Shareable Content	3	other	public	SIE		M2	M30	2024-09
WP4	D4.1	Evaluation Framework	4	report	restricted	SIE		M2	M9	2022-12
								M2	M18 (update)	2023-09
	D4.2	Report on Continuous Iterative Evaluation	4	report	restricted	HGB		M2	M15	2023-06
								M2	M22 (update)	2024-01
	D4.3	Report Final Validation	4	report	public	HGB		M2	M30	2024-09
WP5	D5.1	IPR Inventory & Concept	5	report	restricted	NOU		M2	M3	2022-06
	D5.2	Dissemination Plan, Branding, Community Building	5	report	public	SCM		M2	M3	2022-06
								M2	M15 (update)	2023-06
								M2	M30 (update)	2024-30
	D5.3	Business Plan	5	report	restricted	NOU		M2	M15	2023-06
								M2	M27 (update)	2024-06
	D5.4	Market Entry report	5	report	restricted	NOU		M2	M27	2024-06

Figure 2: List of deliverables used to monitor the progress

4.3. Milestones

The milestones are checkpoints to monitor and evaluate the project progress.

Six milestones have been identified for the BeauCoup project to be accomplished along the project duration. For each milestone, reference deliverables and due date have been defined.

The coordinator is responsible for monitoring the achievement of the milestones, with the collaboration and support of the WPs leaders.

Table 5: List of milestones

Nº	Milestone name	WP involved	Expected date	Means of verification
MS1	Project Setup Completed	WP1	M3	D1.1, D1.2, all bodies established, website online
MS2	Requirements Completed	WP2, WP5	M7	D2.1, D2.2, D2.3, D2.4, D5.1
MS3	Implementation of SDMs	WP3, WP4	M15	D3.1, D3.2, D3.3, D4.2
MS4	Mid-term Review	All	M13	D1.4, D5.3
MS5	Start of Final Validation	WP3, WP4	M22	D4.1, D4.2
MS6	Project Results Achieved	All	M30	D1.3, D1.5, D2.4, D3.1, D3.2, D3.3, D4.23, D5.2, D5.3, D5.4

5. Risk analysis

The technical risk analysis aims at identifying all the potential risks that might hinder the successful project management and implementation, and defining specific contingency measures to minimise their occurrence and impact on the project activities and results.

Table 6 includes the list of potential risks, and it will be updated during the project duration to ensure that no significant potential risk is overlooked. The prevention measures are the actions that attempt to reduce the risk occurrence, while the contingency plan includes the actions to lessen the impact of the risk when it occurs.

This table represents the main reference for the consortium to identify potential issues and discuss them with the Steering Committee. In light of this, the table will be reviewed at regular intervals (at least every three months) by SIE to add new identified risks and define specific contingency measures.

It is of paramount importance that each project member identifies risks in their daily work and communicates them to SIE who acts as quality manager, early enough to prevent them and to quickly activate contingency measures.

Management risks	
Risk: lack of resources needed to achieve the project goals	Probability: Medium
Impact: the quality of the outcomes might decrease as it depends on the resources available, including qualified personnel and financial resources.	
Prevention: - balanced distribution of the resources among the partners based on their specific roles and responsibilities; - early identification of the potential issues related to the lack of resources, during the bi-weekly project status meeting.	
Contingency plan: - sharing and re-organisation of the resources available among the partners to support the achievements of the objectives; - allocation of additional resources by the partners based on co-financing.	
Risk: drop-out of a partner leaving the consortium	Probability: Low
Impact: the proper execution of the work plan cannot be addressed, and the consortium lacks specific competencies and resources to achieve the project objectives.	
Prevention: early identification and discussion of potential issues that might force a partner to leave the consortium, during the bi-weekly project status meeting.	
Contingency plan: - discussion among the consortium to find a substitute who can be in charge of the vacant activities and responsibilities; - re-distribution of the resources to compensate for the drop-out; - adaptation of the work plan and expected outcomes according to the expertise available in the consortium.	
Risk: delay in the finalisation of the deliverables	Probability: Medium

Impact: since the implementation of the project follows an iterative incremental approach, the delay in the finalisation of one deliverable determines the consequent delay in the preparation of the following deliverable, with a cascade effect.

Prevention:

- continuous monitoring of the deliverable status through bi-weekly project status meeting;
- defined roadmap to organise the deliverable preparation.

Contingency plan:

- allocation of additional personnel to support the preparation of the deliverable, by the editor partner or by other partners;
- if the deadline cannot be met, the coordinator will get in contact with CMU to ask about a deadline extension.

Risk: poor communication among the partners	Probability: Low

Impact: the poor communication hinders the execution of collaborative tasks, the effective monitoring of the activities, and prevents informed decision-making.

Prevention:

- the project status meetings are scheduled bi-weekly to enable at least one representative from each partner to join and inform the consortium about the progress.

Contingency plan:

- discussion about the reasons behind the poor communication, during the bi-weekly project status meetings;
- introduction of more effective tools and channels to support collective and bilateral exchanges.

Implementation risks

Risk: difficulties in recruiting the participants for the co-creation and evaluation activities	Probability: Medium

Impact: the Key Performance Indicators established for the co-creation and evaluation cannot be fulfilled; the few users' feedback about the project solutions are not enough to guide the user-centred design.

Prevention:

- the recruitment of participants starts early in the project;

- the partners have already collected letters of support from different organisations who are interested in joining the project and helping with the recruitment.

Contingency plan:

- exploitation of the networks of contacts of the project partners to increase the number of potential participants to recruit;
- creation of synergies with other projects and organisations to co-organise workshops during conferences, exhibitions, and other events in order to involve a wide audience.

Risk: difficulties and delays in the development of the system	Probability: Low

Impact: difficulties and delays in the development of the different technological components cause the delay in the system integration.

Prevention:

- periodic monitoring of the progress during bi-weekly project status meeting and Technology Working Group meeting;
- clear requirements definition and prioritisation of the features to develop.

Contingency plan: reduction of the number of non-critical features.

Risk: difficulties and delays in system integration	Probability: Medium

Impact: difficulties and delays in the integration of the system cause delay in the content integration.

Prevention:

- periodic monitoring of work progress during bi-weekly project status meeting and Technology Working Group meeting;
- preparing and testing at an early project step.

Contingency plan: involvement of experts to quickly find a solution

Risk: difficulties and delays in the creation of the contents	Probability: High

Impact: difficulties and delays in the creation of the contents, and their translation in the different languages, cause delay in the planning and execution of the evaluation activities.

Prevention:

- the content creation starts early in the project;
- prioritisation of the contents to develop.

Contingency plan:

- exploitation of existing contents that are already at partners disposal;
- collaboration with other projects to share cultural contents for evaluation and exploitation purposes.

Risk: legal issues associated with reproduction and use of the cultural contents	Probability: Low

Impact: delay in the selection and creation of the cultural contents.

Prevention:

- the contents are selected and created together with the museums participating in the project;
- definition of detailed Intellectual Property Rights in the Consortium Agreement.

Contingency plan: check the copyright and other legal issues directly before including the contents in question.

Risk: insights from stakeholders are contrary to the proposed aims	Probability: Low

Impact: if the stakeholders do not approve the project objectives and do not perceive the benefits and value of the project, the project expected outcomes cannot be reached.

Prevention: involvement of the target stakeholders early in the project to collect their opinion about the project goals and co-create the project outputs.

Contingency plan: organisation of workshops with some experts and key-informants to design a way to integrate the project aims with the perspective of the stakeholders.

Risk: revenue model not working as expected	Probability: Medium

Impact: the proposed market entry is more difficult than expected

Prevention: follow AAL-JP business development toolkit recommendations

Contingency plan:

- continuously adaption of the model with additional insights;
- start early with business activities.

Risk: the project solutions are poorly accepted by the users	Probability: Medium

Impact: large business impact at the end of the project which impacts post-project exploitation.

Prevention:

- the project solutions are designed and evaluated together with the end-users and application partners within an iterative process starting early in the project;
- two-ways communication and dissemination activities to collect opinions from the stakeholders and guide the design.

Contingency plan: additional iterative cycles of design, development and evaluation to better address users' needs and preferences.

Risk: issues regarding privacy of user data in trials	Probability: Low

Impact:

- evaluation and demonstration activities cannot be executed as planned;
- drop-out of involved participants.

Prevention:

- GDPR by design;
- clear and effective procedures to manage ethics and privacy issues established in Task 2.4;
- continuous monitoring by the Ethics and End-User Work Group;
- informed consent form to explain to the participants the procedures for the data collection, analysis, and dissemination.

Contingency plan:

- reduction of the amount of collected data;
- opt out capability.

Risk: no available entities/venues for the demonstrations	Probability: Low

Impact:

- demonstrations cannot be executed as planned;
- only a few participants can be involved to try out and evaluate the project solutions.

Prevention:

- application partners inside the consortium and organisations with letters of interest are closely involved in planning activities from the beginning of the project;
- existing LoIs ensure that enough entities will be available to organise on-site demonstrations.

Contingency plan: collaboration with other projects to create synergies for co-organised demonstration activities.	
Risk: COVID-19 pandemic contingency measures prevent in presence activities	Probability: Medium
Impact: the stakeholders cannot be involved in hands-on design activities, demonstration and evaluation activities requiring their presence on site.	
Prevention: the planning of the activities to perform in presence is continuously checked based on the contingency measures in place in the different Countries.	
Contingency plan: adjustment of the activities to be performed through online and virtual tools.	
Risk: Inadequate dissemination and exploitation activities	Probability: Low
Impact: target stakeholders are not reached by the dissemination; the scaling up and exploitation of the project results cannot be achieved as expected.	
Prevention: - iterative cycles of planning the communication, dissemination and exploitation activities in WP5; - continuous monitoring of the Key Performance Indicators; - employment of different tools and channels to reach the target audience (e.g., conferences, publication in scientific journals).	
Contingency plan: - identification of additional venues, tools and networks to exploit for dissemination purposes; - engagement of the Cooperating partners to promote the project among their network of stakeholders.	

6. Procedures for external communication, dissemination, and exploitation

Since the communication to external stakeholders, dissemination and exploitation of the results are at the core of the BeauCoup project, these activities require specific management procedures.

Every partner is able to propose channels and venues where the project can be disseminated to reach the target audience, through the following procedure:

1. The proposing partner should inform the consortium about the possibility to disseminate the project, at least 45 days before the submission/publication, through written communication via mailing list or during the project status meetings.
2. The consortium has the possibility to make objections in case of affected interests, within 30 days; if no objections are made, the proposing partner is allowed to proceed with the submission/publication.
3. The proposing partner provides the consortium with a preliminary document to collect possible feedback, at least 7 days before the submission/publication.
4. The consortium is allowed to provide suggestions and ask for modifications, at least 4 days before the submission/publication.
5. The proposing partner provides the WP5 Leader with all the information needed to document and report the publication.

All the partners should support the WP5 Leader to keep track of all publications and dissemination activities related to the BeauCoup project.

A dedicated set of tools will be developed in WP5 to support the promotion of the project and the dissemination of its results, based on the project visual identity.

Further details about the strategies for dissemination and exploitation, the specific rules to follow and the tools to use will be included in the D5.3 Dissemination Plan, Branding, Community Building. Further details about the procedures for Intellectual Property Management are included in the *Consortium Agreement*.

6.1. Acknowledgement

All publications or any other dissemination document should include the following statement to acknowledge the project:

"This project has received funding from the Active Assistive Living Joint Programme under grant agreement No aal-2021-8-156-CP"

7. Conclusions

This deliverable summarises the procedures established by the BeauCoup consortium to successfully manage the project towards meeting the objectives with the highest possible quality level. To this end, all partners are committed to guarantee the quality standards expected for the project.

This deliverable is not intended to replace other relevant documents to which the partners should refer for additional details: *Consortium Agreement* and *Description of Work*; D2.4 *Ethical Guidelines and Data Protection Plan*; D5.2 *Dissemination Plan Branding, Community Building*; D5.3 *Business Plan*.

Since the procedures described in this document are guidelines to support the effective collaboration among the partners, during the project they can be adjusted and updated with additional common rules, collaboration, and communication tools to address all the needs expressed by the partners.