



Personalised Health Monitoring and Decision Support Based
on Artificial Intelligence and Holistic Health Records

D1.1 - Project Management Handbook

Project Deliverable

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Executive Summary

The purpose of this iHelp deliverable, D1.1 “Project Management Handbook”, is to act as a manual for all project procedures and communications. This document provides the foundation for the practical work in the project throughout its duration and will help ensure that the project partners will follow the same well-defined procedures and practices. Thus, this deliverable is an important and mandatory tool to ensure that the project is delivered on specification, on time, and on budget.

The Handbook is based on the project procedures as defined within the iHelp Description of Action and Consortium Agreement and where necessary extends them in operational aspects. However, it is subservient to those documents.

This handbook is delivered very early in project M3 to guide the forthcoming activities (e.g. project management, deliverable writing, meeting organisation etc) throughout the duration of the project. Of course, the nature of some activities may change during the lifetime of the project and therefore this Project Handbook should be seen as a “living document”, i.e., its content may be adapted through the project duration to reflect changes within the project management procedures.

1 Introduction

1.1 iHelp Project Overview

The specific focus of iHelp is on early identification and mitigation of the risks associated with Pancreatic Cancer based on the application of advance AI-based learning and decision support techniques on the historic (primary) data of Cancer patients gathered from established data banks and cohorts. This analysis helps to (i) determine key risks associated with Pancreatic Cancer, (ii) develop predictive models for identified risks, and (iii) develop adaptive models for targeted prevention and intervention measures. Based on the identification of key risks and availability of respective models, the project selects high-risk individuals (from hospital records and other sources) that are invited to take part in the pilot activities or digital trials. The digital trials are carried out through user-centric mobile and wearable applications that apply proven usability principles to offer more engaging experience for health monitoring, risk assessment and personalised decision support. Close collaboration between clinical and AI experts focuses on drawing decision support from the prevention and intervention models against identified/predicted risks and providing personalised recommendations (e.g., lifestyle changes, behavioural nudges, screening tests) to the participants in the digital trials. In addition to providing the personalised monitoring, alerting and decision support mechanisms, the iHelp (mobile and wearable) technology solutions help in validating iHelp solutions and raising health related awareness at individual level. The (secondary) data gathered through the mobile and wearable applications (concerning lifestyle, behavioural, social interactions and response to targeted prevention and intervention measures) is integrated with primary data in the standardised HHR format – within a big data platform. Frugal AI-based learning techniques are developed to provide near real-time risk assessment based on the integration and availability of primary and secondary data in the standardised HHR format. The availability of HHRs provide opportunities to validate iHelp outcomes (e.g., improvements in quality of life, reduced risks) through advance analytic functions. iHelp solutions also help in policy making by providing decision support and social analysis on the design of new screening programs and new guidelines for bringing improvements in clinical, lifestyle and behavioural aspects of the fight against Cancer.

1.2 Deliverable Purpose

The purpose of this iHelp deliverable, D1.1 “Project Management Handbook”, is to act as a manual for all project procedures and communications. This document provides the foundation for the practical work in the project throughout its duration and will help ensure that the project partners will follow the same well-defined procedures and practices.

It is possible to read the Handbook in a non-linear way, make use of it in appropriate situations to refresh knowledge about the handling of aspects within iHelp. Nevertheless, every person involved in the project should read it completely at least once; regardless of the fact if such a person was involved from the very beginning of the project or if the person joined the project later. During the project, some of the procedures may change due to decisions taken by the consortium or because of practical aspects. If this is the case, the Project Coordinator will update this Project Management Handbook accordingly, but it is not intended nor needed to resubmit the document for EU approval.

1.3 Target Audience

The Project Management Handbook aims primarily at project participants. This document is public as it provides information on general project management practices that can be of interest to other projects and project managers. In addition, it provides the European Commission (including appointed Independent Expert Reviewers) with an overview of the project management approach and procedures.

Partners must ensure that all project individuals, both existing and new starters, should compulsorily read this handbook including any annexes.

1.4 Deliverable Context

The Handbook is in alignment with the project procedures defined within the iHelp Description of Action and Consortium Agreement and where necessary extends them in the operational aspects. However, it is subservient to those documents.

It is one of the cornerstones for achieving the project results, identified as follows:

- Description of Action (DoA): Contractual agreement between the beneficiaries and the European Commission
- Consortium Agreement (CA): Contractual agreement dealing with legal aspects among the project's beneficiaries
- Project Handbook (D1.1): Defines guidelines and best practices for the daily project work. It is not the purpose of the Project Handbook to reproduce the content of the other documents. Some sections from these documents may nevertheless be recapitulated to make this Project Handbook self-contained.

1.5 Document Structure

This deliverable is broken down into the following sections:

- **Section 1: Introduction** – This section, provides general overview of the project, outlining the purpose, scope, context, status, and target audience.
- **Section 2: Internal Communication and Meetings** – Defines the communication mechanisms with the European Commission, between the consortium partners, and with other projects and programmes. Furthermore, it gives an overview of the planned project meetings.
- **Section 3: Decision Making** – The projects process of decision making.
- **Section 4: Document Management** – The document management approach and tools as well as the iHelp templates and document style guide.
- **Section 5: Quality Management** – The general quality management approach, including project metrics, quality planning, and according to the roles and responsibilities.
- **Section 6: Deliverable Preparation and Submission Process** – The deliverable preparation and submission process applied in iHelp, including the review process and deadlines.
- **Section 7: Reporting** – Project-internal and project-external reporting, i.e., the internal Project Progress Reports as well as the Project Periodic Reports that need to be delivered to the European Commission.
- **Section 8: Risk Management and Identification** – Risk management mechanisms applied in iHelp.

- **Section9: Dissemination and Communication** – Information pertaining to publication of scientific and other information (web, news, etc.).

1.6 Supporting Documents

Supporting Documents:

- iHelp Presentation Template – See Section 4.3.1.
- iHelp Document Template – See Section 4.3.2.
- iHelp Internal Reporting Excel – See Section 7.1.3 (Activity Tracking).
- iHelp Contact and Email Matrix – See Section 2.1.3 (Contact Information).

2 Internal Communication and Meetings

Ensuring effective communication among the project partners (and to the outside world) is critical for the success of the project and is a fundamental practice to manage the project itself in the best way. The iHelp internal communication strategy and objective is to ensure all partners are fully informed about planning, work in progress, and challenges ahead. Section 2.1 defines the approach for communication with the European Commission (EC), internal project parties, and with related projects and programmes. In Section 2.2, the planned meetings including plenary, Board of partners (BOP), and review meetings, are discussed. Finally, Section 2.3 identifies the facets of the iHelp calendar that can be used to schedule face-to-face and/or online meetings.

2.1 Internal Communication

2.1.1 Communication with the European Commission

Concerning communication with the EC, the Project Coordinator (UPRC) will be the responsible communication channel (except in circumstances explicitly defined in the GA/CA) to unify and facilitate the communication procedures. This way, the Project Officer and other officers at the EC will be provided with a dedicated contact. This process is mandated both by the GA and CA.

2.1.2 Communication among consortium partners

To minimise costs, the primary means of communication among partners are email and tele conferencing. The use of Skype and Slack is suggested for informal, bilateral communication whereas Google Meet and WebEx is suggested for multilateral conference calls.

The following communication channels have been identified for project-internal communication:

- Contact Information (Section 2.1.3)
- Mailing Lists (Section 2.1.4)
- Biweekly Conference Calls (Section 2.1.5):
 - Operations (and plenaries)
 - Other (WPs, Tasks, etc)

2.1.3 Contact Information

A list of the people involved at partners, including their contact data, is maintained in:

- iHelp members in an online XLS on Google Drive
- Partner Leads shall update these contacts whenever necessary through the Project Coordinator (see 2.1.4 below).

2.1.4 Emails and Mailing Lists

Mailing lists have been set up to avoid email flooding and to ensure inclusivity. Points:

- Since many people are on the lists, care should be taken on their use. Conversely it is important not to exclude partners from, for example, Task or WP discussions.
- Putting a mailing list into CC should be minimised to avoid that project partners are flooded with irrelevant emails.

- Where possible, all emails should start with “[iHelp]” within the subject line. Using the mailing lists, this prefix is added automatically by the mail server. For individual mails, it needs to be added manually.
- The Project Coordinator should be contacted to add and remove individuals from lists.
- Where possible, individuals should turn-off ‘out of office’ request for these mailing lists since it can mean 100 people receive an out-of-office request and are then likely to block emails from you.

The email list participants are maintained by the PC in the “Google Docs” mentioned above. The PC should be notified in case any changes are introduced in the Google Doc by partners. A sample of the partners and their subscription to the mailing lists is provided in the following figure.

Surname	Organization	E-Mail	Mailing lists							
			Consortium	WP1 / Admin	WP2	WP3	WP4	WP5	WP6	WP7
[REDACTED]	UPRC	[REDACTED]	x	x	x	x	x	x	x	x
	UPRC		x	x	x	x	x	x	x	x
	UPRC		x	x	x					
	UPRC									
	ICE		x	x	x	x	x	x	x	x
	ICE		x	x	x	x	x	x	x	x
	ICE		x	x						
	ATC		x			x	x	x		
	ATC		x			x	x	x		
	ATC		x			x	x	x		
	LXS		x	x		x	x			
	LXS		x	x						
	LXS		x	x	x	x	x	x	x	x
	iSPRINT		x	x	x	x		x	x	x
	iSPRINT		x	x						
	iSPRINT		x		x	x		x	x	x
	iSPRINT		x		x	x		x	x	x
	iSPRINT		x		x	x		x	x	x
	iSPRINT		x		x	x		x	x	x
	iSPRINT		x		x					

Figure 1: Sample of Email Matrix

Table 1 below shows the mailing lists adopted which are maintained by the Project Coordinator.

Note: Since this is a public deliverable the actual list names have been hidden.

Table 1: Mailing lists - Overview.

Mailing List Name	Recipients	Scope
[REDACTED]	All involved people at all project partners. Except for those who have expressly indicated not to be in there.	Exchange of information that concerns all those involved in the project. This could be mails regarding administrative issues, e.g. planning of plenary meetings or the announcement of project-wide conference calls. Typically, it is most used by the Project Coordinator and the Technical Manager.
[REDACTED]	All people who have effort allocated in respective WPs	Communications regarding the WP specific activities. Specifically, the WP1 mailing list is used for administration issues (e.g. financial information, CA, reporting, etc).

2.1.5 Bi-weekly Conference Calls

2.1.5.1 General Items

Multiple bi-weekly conference calls are arranged to bring together all active partners needing to be involved. General guidelines include:

- It is the responsibility of the lead (typically the Project Coordinator, WP lead, or Task Lead) to set up, chair, and keep minutes of internal conference calls.
- If the lead is unavailable, other dominant partner should be asked to fill-in for the lead. Calls should always be held to ensure there is momentum and regularity. However, if it is clear there is no business by anyone the lead should send out a cancellation note.
- Caller provides the call channel. Google Meet, Slack and Skype are the preferred tools. Calls arranged by the Project Coordinator will use WebEx.
- Bi-weekly conference calls are recommended during the active phases of WPs.
- At least one person from each partner active in the group/WP/Task should participate.
- The calendar sequencing is available on the iHelp Calendar – See Section 2.3
- Agendas, even if simple, should be available at least two days in advance and all partners can ask for adding agenda items ad hoc (in advance of those two days) to the partner leading the conference call.
- Minutes should be focused on actions, clear points, and decisions with the former having dates and responsible people recorded against them. The actions should be specifically followed up at the next meeting.
- A copy of the bi-weekly minutes, as well as those from the plenaries, is provided in the iHelp Workspace under the Meetings area.
- Informal meetings under each task will have a file name/convention eg: “[WPx] – iHelp ddmmyyyy minutes” and will be placed in the folder of the task in the drive available from the project workspace.
- Leads must record attendance in the minutes. partners should make alternative representation arrangements if they cannot make a meeting. Correspondingly the lead should act on continued absences of partners (but not necessarily individuals).
- It is the duty of all partners to check the minutes for clarifications but also for “To-Dos” Objections regarding the minutes need to be stated before or at the next meeting.

2.1.5.2 Operations

- Nature: Binding on other groups.
- Lead: Project coordinator / Technical Manager
- Timing: Bi-weekly on Tuesday 11:00 CET
- Agenda: Should be placed on the workspace at least 2 days before the meeting. In absence of an agenda, a standard scrum review will be dealt with.
- Minutes: Should be provided on the iHelp Workspace within 2 days of each meeting and the relevant distribution list informed.

2.1.5.3 Other

Meetings for WPs and Tasks may also take place, with similar rules and procedures than in the above scheme. Lead partners in each scope will be responsible for calling those Conferences, as well for agendas and minutes. The Technical Manager should be invited to conferences.

2.2 Meetings

In the following subsections, information about project-internal plenary meetings (Section 2.2.1) as well as the requested review meetings (Section 2.2.2) is given. Information about the meetings of the Project Coordination Committee (PCC) is presented in Section 3.

2.2.1 Plenary Meeting

Plenary meetings will take place usually 2 times a year and run over 2-3 days. Start and end times as well as the duration of a meeting may be adapted where necessary.

All partners should be represented by at least one person unless it is clear from the agenda they are needed for less or no days. In case of no possibility of physical attendance, facilities such as Skype or others could be settled to facilitate the attendance to the plenary or to some of its sessions. For each plenary meeting, the Project Coordinator in cooperation with the local host of the meeting will issue an initial agenda detailing logistics, timing, and primary objectives. The agenda must be issued at least two weeks before the actual meeting and at least one week before a more precise agenda including full timing. The iHelp partners are requested to shape the agenda by providing feedback regarding the topics to be discussed and sessions in general.

In general, the Project Coordinator is responsible for taking overall minutes. The agenda, minutes, all presentations, and other documents provided at the meeting are collected in a specific meeting subfolder of the iHelp Workspace. Partners shall share presentations and documents within one week after the meeting, but where possible already before or during the meeting (e.g. slides).

Apart from the regular plenary meetings, the Project Coordinator may stimulate or request additional meetings as necessary, e.g. meetings with a special focus on technical or implementation issues. However, it is not necessary that all project partners must attend these additional meetings.

The current schedule is available from the PC and published during plenaries.

2.2.2 Review Meetings

As defined in Article 22 of the iHelp Grant Agreement, regular reviews will take place during the implementation or after the project. The aim of reviews is to assess the work carried out during the past review period including the project reports and all deliverables due in the review period.

Financial periods, and thus formal review periods, for iHelp have been set (nominally) to M18, and M36 within the GA.

For the preparation of a review meeting, the participants will meet one full day before the actual review meeting at the same location. If the review can only be held on Monday this can mean participants may meet/travel over the weekend. The duration of this preparation meeting may be extended or shortened if justified.

It is unlikely that all partners will need to attend review meetings and they need to only attend those which are most active which will in turn be dependent on which tasks and WPs are active. However, it is likely that Managers will need to attend all and that WP/Sector leads will attend when relevant WPs are active. The EC may also request the attendance of a particular partner or of all partners.

It is recommended for all project partners to carefully read Article 22 of the Grant Agreement on the matter of reviews.

2.3 Calendar Invites

To ensure that all iHelp team members are fully aware of the relevant telecoms, physical meetings and other management or related events, the relevant leads should send calendar invites on the mailing lists.

3 Decision Making

This section introduces the iHelp decision processes. First, Section 3.1 presents a general overview of the decision-making hierarchy, then Section 4.2 describes formal decision making focused around the iHelp PCC; Section 3.3 then addresses the ad-hoc operational decision making focused on WP/Task/Deliverables; Section 3.4 identifies how conflicts are settled.

3.1 General Overview

The information in this major section is partially taken from the iHelp Consortium Agreement to make the Project Handbook self-contained. As the Consortium Agreement is a legally binding document, its content is overruling. If there will be an amendment to the Consortium Agreement during the project that makes any information given in the Project Handbook invalid, the (new) content of the Consortium Agreement is overriding the content of the Project Handbook. Further additional information regarding the operation of the iHelp PCC, representation in meetings, voting rules, veto rights, etc. can be found in Section 6 (“Governance Structure”) of the iHelp CA.

The decision making with iHelp has a hierarchy of ‘instruments’ broadly as follows:

Task → Work Package → Technical Committee Meetings → Technical Manager → Coordinator → Handbook → the Project Coordination Committee → Consortium Agreement → DoA → GA

However, each body has a right to subsidiarity (self-control and decision making at the lowest level) if it does not conflict with decisions/procedures/agreements of an ‘upper’ ‘instrument’ – for example, Tasks meetings cannot simply decide to use a different template for document writing since these are defined in the Handbook.

In addition, procedures for decision making are followed which may include the right of partners to escalate a decision to an upper instrument (typically Work Package, Project Coordinator or PCC) which may then overrule the previous decisions that were made by instruments lower in the hierarchy.

3.2 Consortium Decisions

The decisions of the project consortium, as expressed by the PCC and defined in the iHelp Consortium Agreement which are legally binding formal decisions to all beneficiaries of iHelp. The PCC is the ultimate decision-making body of the iHelp consortium. For the avoidance of doubt, the term PCC is for convenience only and is not intended to imply the existence of any legal partnerships among the partners.

The Plenary consists of one representative of each partner (beneficiary). The Plenary membership list is maintained within the iHelp Workspace. The Project Coordinator shall chair all meetings of the PCC, unless decided otherwise.

As defined in the iHelp Consortium Agreement, the PCC meets at least once a year but in general, these meetings will take place twice a year as part of the plenary meetings. If this is not possible, or if an extraordinary meeting needs to take place, such a meeting may also be held via conference calls. Agendas must be circulated in normal circumstances normally 14 days in advance and 7 days for extraordinary meetings.

The PCC shall not deliberate and decide validly unless two-thirds of its members are present or represented. Each member shall have one vote. A Party that was declared by the PCC to be a defaulting Party may not vote. Decisions are taken by a two-thirds majority of the votes cast. There is no 'chair decides in the case of a draw' clause in the CA, so this infers that if there is not a majority, i.e. there is at a maximum a draw, the vote is not agreed with.

The PCC shall be free to act on its own initiative to formulate proposals and take decisions in accordance with the procedures set out in the iHelp Consortium Agreement although decisions cannot conflict with the GA or the CA. Voting procedures, as well as the decision-making process of the PCC, are defined by the Consortium Agreement.

Table 2: Project Coordination Committee Composition.

Representative	Entity	Nominated Proxy
Information Catalyst for Enterprise	[REDACTED]	[REDACTED]
Athens Technology Centre	[REDACTED]	[REDACTED]
LeanXcale	[REDACTED]	[REDACTED]
KODAR Systems	[REDACTED]	[REDACTED]
Innovation Sprint	[REDACTED]	[REDACTED]
Engineering Ingegneria Informatica SpA	[REDACTED]	[REDACTED]
Siemens	[REDACTED]	[REDACTED]
University of Piraeus Research Centre	[REDACTED]	[REDACTED]
Universidad Politécnica de Madrid	[REDACTED]	[REDACTED]
University of Manchester	[REDACTED]	[REDACTED]
Agostino Gemelli University Policlinic	[REDACTED]	[REDACTED]
Hospital de Dénia-MarinaSalud	[REDACTED]	[REDACTED]
Karolinska Institutet	[REDACTED]	[REDACTED]
Medical University Plovdiv	[REDACTED]	[REDACTED]
Taiwan Medical University	[REDACTED]	[REDACTED]

3.3 Ad-hoc Consortium Decisions

Ad hoc consortium decisions are those decisions necessary to achieve the project results but involve only internal resources. This includes, but is not limited to, decisions taken by Work Package and Task meetings as well as specific requests for decisions by the Project Coordinator, e.g. for the location of a meeting or the timing of conference calls and meetings.

Broadly speaking, the same rules as for the consortium decisions shall be followed, but the following shall prevail:

- There can be no conflict with consortium decisions.
- As per Section 1.1, decisions made can be overruled/adjusted by more senior instruments in the decision-making hierarchy.
- In the case of physical meetings, remote voting will be accepted provided remote attendance has been formally requested to –and accepted by– the meeting organiser. If partners do not vote within the predefined period, their vote will not be counted. The decision coordinator (e.g. Project Coordinator, WP Lead, or Task Lead) will define times in which responses are valid. This

should be usually 5 days and should not be shorter than 2 days. Partners should ensure that they set up suitable “out-of-office” arrangements, if necessary.

- A missing response is perceived as approval (in the case of a clear approve/disapprove vote). This rule does not apply if a partner flags that they are not able to take a decision in the period and justify it. In this case, a missing response should be taken as an abstention.

3.4 Settlement of Disputes

The settlement of disputes has been defined in Article 11.8 of the iHelp Consortium Agreement. Broadly speaking, before any out-of-project action the PCC must always be used as a discussion forum. If an issue cannot be settled, the partners enter a mediation process as defined in the CA.

4 Document Management and Styling

This section introduces common procedures and practices that are used for handling various kinds of documents within iHelp. Section 4.1 deals with the structure for common working documents, whereas Section 4.2 describes the style guide for project deliverables. Section 4.3 identifies the internal templates and Section 4.4 the document metadata that supports them. Finally, Section 4.4 comments on the iHelp glossary.

4.1 The iHelp Document Management Infrastructure

The iHelp document management approach aims at reducing the burden for project partners to synchronise, store, and locate documents. It features two areas:

- The iHelp Workspace (an instance of OwnCloud): where documents on final state and reference documents (GA, CA, etc.) are stored, along with the meetings information (agenda, attendants, minutes, etc.). All partners have been given an individual password to access the Workspace.
- The iHelp Drive (a shared folder on Google Drive): where working live documents can be stored, especially those that require simultaneous input from partners e.g., live meeting minutes, surveys etc

If an email exchange refers to a document on the iHelp Workspace/Drive it should include a hyperlink/directory path share to the document and not just an informal reference so ensuring minimal work by the typical multiple email consumers to access the document. However, the exchange of documents via mailing lists is acceptable, provided that more static or final versions of the document are also stored in the iHelp Workspace/Drive.

The iHelp Workspace/Drive is used within iHelp for the exchange and transfer of documents in progress. Furthermore, some documents extensively used by all partners, e.g., the current version of the DoA or the iHelp templates, are also stored in the iHelp Workspace, as this eases access to these frequently requested files. Root location “Documents” contains several key documents that partners, and many individuals, need to be familiar with; these include:

- Consortium Agreement (CA)
- Description of Action (DoA)
- Word and PowerPoint Templates
- Document Template
- Mailing Lists / Contact information
- Internal Reporting Template
- Handbook

If it is necessary to share the iHelp Workspace/Drive folders with further colleagues, the Project Coordinator should be contacted.

4.2 Document Style Guide

This section provides guidelines on the writing format, style, and approach that must be used by all iHelp deliverables of type “report”. It also provides guidance for style use to other documents, presentations, and written material. It is an intrinsic part of the iHelp Handbook.

4.2.1 Heading Levels

Section 1 should start the main body of each deliverable. The following format of the headings should be used:

- Headings of Level 1 use Style “Heading 1” – Font size 20
- Headings of Level 2 use Style “Heading 2” – Font size 18
- Headings of Level 3 use Style “Heading 3” – Font size 16
- Headings of Level 4 use Style “Heading 4” – Font size 14

In the majority of documents, make use of a maximum of four heading levels. However, for certain lengthy documents, for example the Functional and Technical specifications, if entirely necessary an absolute maximum of 6 heading levels should be used

- No additional implied headings should be used (e.g. with underlining etc.)
- Do not insert a line break before or after headings
- Heading 1 should automatically insert a page break before it
- The number of each heading always starts at the left margin

4.2.2 Bullets

Always introduce a list of bullets with a bullet header using the standard paragraph style (and thus has addition ‘after paragraph spacing’ of point 6 font) and end the header with a colon (:). This applies to the start of the list of level 1 bullets and any sub-bullets. Other general guidelines are described below:

- The level 1 header starts at the left margin
- Never fix the number of bullets: i.e., do not say “This is summarized in the following two points:”; instead, use “This is summarized as follows:” (just in case bullets are added and you forget to change the ‘two’)
- Do not use sequential bullets (1, 2, 3...a, b, c) UNLESS there is a real need; e.g., because it is a step of a process. The same rules as for normal bullets also applies for sequential bullets
- Use solid round bullets for ALL levels
- Capitalize first words (unless first word is specifically un-capitalized; e.g., iHelp)
- If there is consistency in the text at the start of the bullets keep it that way; e.g., if all the bullets begin with ‘To’ then do not have one beginning with ‘When’ – however inconsistent bullets are fine
- Bullets can have an emphasised bold first few words; but not too many and it should be consistent

4.2.3 Style of Standard Formatting Text

General guidelines on various aspects of document formatting are provided in the following sub-sections:

- The only font to use is CALIBRI
- Main text font size is always size 10.5
- In tables only font size can be 12 or 10.5 (although always 12 for headers)
- All paragraph (normal) text to be justified
- All bullet lists should be justified
- In tables all text (including bullets) should be left justified except table heading text, which should (generally) be centered
- When drafting documents if there is text which is not complete or missing always put it in yellow or with a bubble comment. If not, it is too easy to forget it – of course take the yellows out at the end as one of the final checks

- Do not insert an additional line break before or after headings
- Wherever possible try not to use landscape
- Always single-space (vs double) after end of sentences
- There is also a single-space after commas, semicolons etc
- If a sentence is more than 3 lines long, it should be split. Even 3 lines is an exception – generally for readability they should be 2
- When cut and pasting from emails there are often hidden hard spaces inserted which in format mode is small circles separating words. Ensure these are removed

4.2.4 Images

The following guidelines apply to images:

- Image captions placed under the figure are (broadly) mandatory and should be of the form “Figure X: Abc abc” where X is the consecutively number and a figure reference (field code). The caption must be centre justified and under the diagram; font size is 10.5, Calibri, non-italic
- Captions should be inserted selecting the image and using the option (*References* → *Insert Caption*)
- Position of the image: Generally, this should be positioned either at the top or bottom of a page or directly beneath or above a header. Although it can depend significantly on the type of image and the text context.
- Images should, where possible, always be close where it is referenced for the first time. Whether this is before or after the reference is at the authors discretion as it depends heavily on the context/layout although the preference is for placement after the reference
- Make sure that the figure is readable even if printed in black or shades of grey
- If there are several figures in a document, eg showing architectural aspects, class diagrams, or similar structures in general, they should have a similar “look & feel” and in general be aligned with the ‘theme of iHelp’

4.2.5 Tables

See Table 3 below for an example of table styling, please take care of the following:

- Use light-grey and white for alternating rows to improve readability.
- Provide a descriptive table caption (above the table) by right-clicking the table and choosing *Insert Caption...*
- Always make sure you reference the table from the text by choosing “*References*” from the top ribbon, then *Cross-reference*.

Table 3: Descriptive caption, clearly describing the information presented in the table.

Heading	Heading	Heading
Table text	Table text	

4.2.6 References

iHelp will make use of the IEEE Reference StyleGuide, which can be found at: <https://iee-dataport.org/sites/default/files/analysis/27/IEEE%20Citation%20Guidelines.pdf>.

However, there is one especially important exception – iHelp will not make use of numbers as proposed by the IEEE. The actual cite to a referenced document is created out of the first letters of the first three authors and the last two digits of the publishing year. If there is only one author, the first three letters of the author’s name are used. If there are two authors, the first letters of the two authors’ names are used. If there are more than three authors, a tailing + must be added between authors and the year. If the two references are the same, insert A, B, C after year to differentiate.

References are sorted alphabetically. The actual reference list should be at the end of a document at font size 10.5. It should start at a separate page.

4.3 Templates

In iHelp, Microsoft Word, Excel, and PowerPoint, as part of the Microsoft Office suite, are used for most documents. For Microsoft Word and PowerPoint, templates have been created and are available in the iHelp Workspace. To make sure that documents can be easily exchanged, all partners need to make use of at least Microsoft Office. For all formal deliverables, and informal ones that are submitted to the EU, the iHelp Microsoft Word template must be used.

It is also mandatory to make use of the iHelp Microsoft PowerPoint template for external presentations regarding iHelp – i.e., at non iHelp events and reviews meetings. It is preferred to use this for internal meetings as well. The quantitative input for the Project Periodic Reports and Management Reports is collected through an Excel sheet, to be made available by the project coordinator.

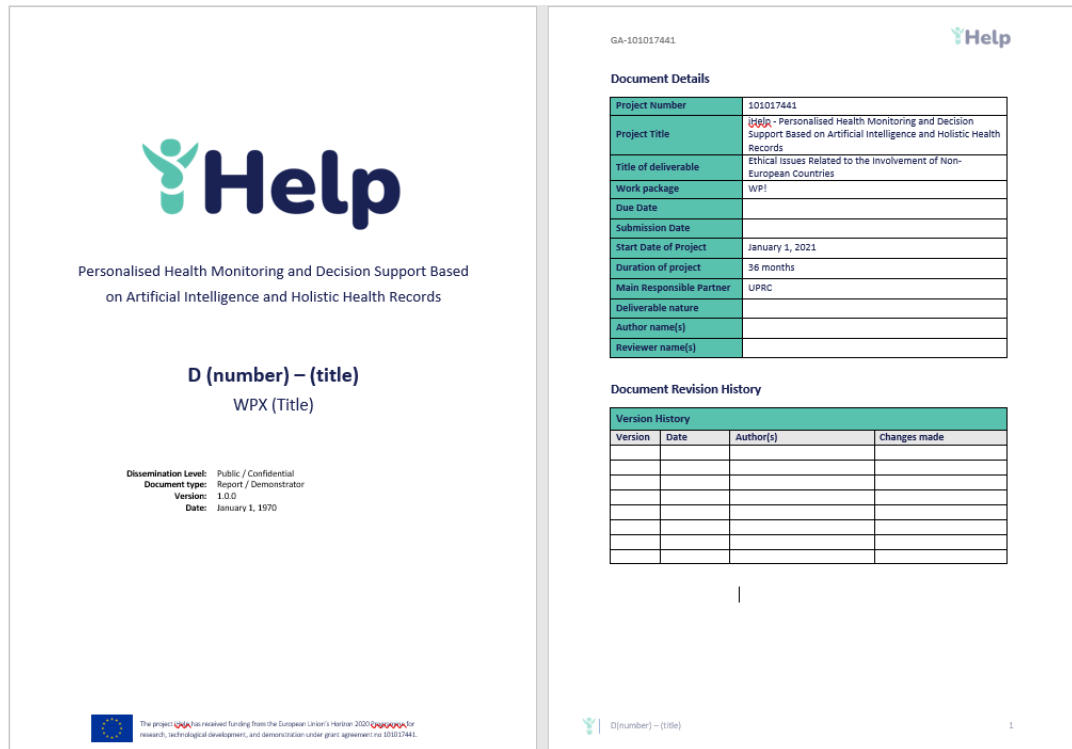
As there might be minor changes to the templates, all partners are requested to make use of the latest version of a template, i.e. not to take an existing deliverable, or presentation, and fill in new content.

4.3.1 iHelp Presentation Template



Figure 2: iHelp Presentation Template

4.3.2 iHelp Document Template



The image shows a two-page document template. The left page is the cover page, and the right page contains document details and a revision history table.

Cover Page Content:

- Logo:** iHelp
- Title:** Personalised Health Monitoring and Decision Support Based on Artificial Intelligence and Holistic Health Records
- Placeholder:** D (number) – (title)
WPX (Title)
- Metadata:**
 - Dissemination Level: Public / Confidential
 - Document type: Report / Demonstrator
 - Version: 1.0.0
 - Date: January 1, 1970
- Footer:** The project has received funding from the European Union's Horizon 2020 research, technological development, and demonstration under grant agreement no 101017441.

Document Details Table:

Document Details	
Project Number	101017441
Project Title	ijgix - Personalised Health Monitoring and Decision Support Based on Artificial Intelligence and Holistic Health Records
Title of deliverable	Ethical issues Related to the Involvement of Non-European Countries
Work package	WP1
Due Date	
Submission Date	
Start Date of Project	January 1, 2021
Duration of project	36 months
Main Responsible Partner	UPRC
Deliverable nature	
Author name(s)	
Reviewer name(s)	

Document Revision History Table:

Version History			
Version	Date	Author(s)	Changes made

Figure 3: iHelp Document Template

4.3.3 Deliverable Cover page and Footer

The Word deliverable template cover page defines certain styles and special care should be taken when filling-in in this template correctly so as not to overwrite the styles and to ensure correct information is provided for each deliverable.

4.3.4 File Metadata

Microsoft Office and the Google Suite allow metadata properties for each document to be entered. In iHelp, the fields “Author” and “Title” should be used. The title should be the same as on the first page of a document. Further metadata fields are optional to fill in. To set these Word options go to the File Menu, select Info, and then the options are shown on the right side of the screen. Click on a property to edit it.

4.3.5 Tracking of Changes and Packaging

The editor (generally the Task Lead) of a deliverable, should decide whether changes should be tracked or not during the work on the first draft versions of a deliverable. Before submission of this version for internal review, all track changes mark-up and comments should have been erased and, if not, it should be returned without review.

If generating a PDF (for example for the definitive version to the EU), e.g. from a Word document it should have the same filename as the original document except for the file extension (e.g. “.pdf”). When generating a final PDF for submission always search for “Error” since this process has a habit of showing up ‘Error! Ref Source not found issues’ which can be easily missed in the Word version of the document.

4.3.6 Deliverable Confidentiality Information (Dissemination Levels)

There are two different dissemination levels for iHelp project deliverables:

- **Public (PU):** Public deliverables are potentially available to everybody. Once accepted by the EC, these documents will be uploaded to the project Website.
- **Confidential (CO):** Confidential deliverables are only for the members of the iHelp consortium including the Commission Services. It is not allowed to forward them to project-external parties apart from the EU, reviewers, and the projects Advisory Board members provided they have signed an NDA.

The dissemination levels of all iHelp deliverables have been defined within Section 3.1.2.3 list of deliverables of the iHelp DoA. Information regarding the dissemination levels must be marked in each deliverable as defined in the iHelp template.

4.3.7 EU Response to deliverables

Once a document has been submitted to the EU by the Coordinator, it will typically be assessed by a review committee and either approved as-is, approved with a request for modification (noting these modifications are not typically assessed until the next review), or rejected with a request for more significant modification. The actions to be taken here are as follows:

- **Approved:**
 - Project Coordinator to store the deliverable and make it available on relevant channels.
 - For changes that are made (or not made) then the Deliverable lead should ensure this is performed in review and bubble mode. A copy of the redline version should be given to Reviewer 2 for a neutral check and then a redline and clean version should be given to the PC who will resubmit to the EU and communicate submission and EU responses back to the consortium. Version number of the document should be changed accordingly, as well as the document status (draft, r1 or r2).
- **Rejected:** Broadly speaking this is the same process as above except:
 - Since the comments are significant this needs a more robust approach, and the WP lead should ensure that the Task Lead and their team are involved in the deliverable re-production.
 - Invariably, it should cause a conference call/meeting between the deliverable editor, the Lead of the relevant WP, the TM and the QM to discuss the approach to be followed, as well as the eventual impact on other deliverables.

4.4 Table of Abbreviations and Glossary

Each single deliverable must be checked for abbreviations or necessary additions to the project glossary. The glossary will contain the definitions of relevant terms and roles as well as a list of abbreviations. The internal reviewers must check the abbreviations as well as the glossary resources regarding the completeness.

It is the duty of the editors to make sure that new abbreviations are added to the glossary before submitting a deliverable; furthermore, the editor needs to control that abbreviations are reused within a deliverable

instead of having different abbreviations for the same terms. In all cases, it is the duty of all contributors (to a deliverable) to support the editor, especially by pointing out new abbreviations and glossary terms.

5 Quality Management

According to ISO standard 9000:2005, quality is defined as the “degree to which a set of inherent characteristics fulfils requirements”, with requirements being the totality of expected features and characteristics of a product. With respect to a research project such as iHelp, this means that the project needs to meet the expectations raised and to enable the desired benefits to be achieved based on the project results (i.e. the project scope).

For iHelp, the project scope has been defined within the DoA.

Quality management in iHelp includes the following:

- Project Metrics and assessment criteria as defined in the DoA. To keep this Project Handbook self-contained, the project objectives and assessment criteria as defined in the DoA
- Quality Planning for the single Work Packages, as defined in Section 5.2.
- Roles and Responsibilities. Definition of quality management-related roles and responsibilities as defined in Section 5.3.
- Quality Assurance for deliverables in terms of delivery timelines and peer reviews; this is discussed in Sections 6.3 and 6.4.
- Quality Monitoring: this is one of the major goals of the project reporting activities as defined in Section 7.
- Risk Management; Discussed in Section 8.

5.1 Project Metrics

Project metrics in terms of assessment criteria are used to periodically rate the project outcomes against those metrics. This will allow the monitoring of the project’s on-going activity and therefore is an important internal AND external tool in quality assurance and risk estimation. As iHelp follows an incremental platform development approach, the advancements in objective achievements can be monitored throughout the project, based on the degree the platform meets the realisation and experimentation goals specified in the DoA. iHelp has already defined indicators and criteria (in the DoA) that will help to check if the objectives have been fulfilled. The specified assessment criteria will be, where possible, further quantified during the project.

WP leads, Coordinators, and ultimately the Project Coordinator are responsible for monitoring if the metrics are being met and for raising issues to WP / Task leads or individual partners if they are not. In these cases, a clear corrective action plan must be put in place or a rationale of why metrics could not be met should be presented to the PCC by, primarily, WP leads in combination with task leads.

5.2 Quality Planning

For each of the Research and Technical Development (RTD) Work Packages (WP3-WP5) as well as for the piloting & validation Work Packages (WP6-WP7), quality plans need to be set up at the beginning of the Work Packages. As quality is defined by the degree iHelp will be able to meet the expectations and to enable the desired benefits, these quality plans are directly related to the project objectives and assessment criteria. For the quality plans for the single Work Packages, these project objectives and assessment criteria are represented by the fulfilment of requirements appointed to the single Work Packages.

The quality plans will be part of the Project Management activities (WP1), to derive the actual strategic and technical developments in the project. Importantly, the high-level requirements defined during the requirements analysis will feature information on quality criteria, i.e. how to test that the requirement has been achieved, and on the priority of the single requirements, e.g. “Must have”, “Should have”, “Could have”, or “Won’t have”. Each requirement will be linked to a specific task. If a requirement needs to be fulfilled through cooperation between several tasks, it will be primarily linked to this task having the highest workload in its realisation and secondarily linked to other tasks involved in its achievement. The list of requirements relevant to a single Work Package and its tasks provides the most important part of the quality plans for that Work Package.

The defined requirements can then be used to assess the quality of the project in terms of the degree of fulfilment of the project scope. The quality should be both verified and validated. According to the Capability Maturity Model Integration (CMMI), verification is “confirmation that work products accurately reflect the requirements specified for them. In other words, verification ensures that `you built it right`”, while validation is the “confirmation that the product, as provided (or as it will be provided), will fulfil its intended use. In other words, validation ensures that `you built the right thing`”.

Notably, project objectives, assessment criteria and requirements are not written in stone. During the project, the project consortium as well as the Independent Expert Reviewers can give hints to change the current focus of work. However, it should not be forgotten that the required effort to correct flaws from the requirements analysis increases the longer they remain undetected.

5.3 Roles and Responsibilities

All project participants are obligated to contribute to quality management both, regarding adopting specific roles in quality management as well as by considering quality plans in their daily work.

The table below shows the appointed WP Leads.

Note: Since this is a public deliverable the actual list names have been hidden.

Table 4: Work Package Leads.

WP	Partner	First Name	Last Name
1	UPRC	[REDACTED]	[REDACTED]
2	ENG	[REDACTED]	[REDACTED]
3	ATC	[REDACTED]	[REDACTED]
4	LXS	[REDACTED]	[REDACTED]
5	ICE	[REDACTED]	[REDACTED]
6	UNIMAN	[REDACTED]	[REDACTED]
7	KOD	[REDACTED]	[REDACTED]
8	iSPRINT	[REDACTED]	[REDACTED]

In general, the WP Lead is responsible for quality monitoring in the according Work Package. For this, the WP Lead interacts with the Task Leads and all other partners involved in that Work Package on a regular basis, e.g., through bilateral interaction and regular conference calls; furthermore, the WP Leads also check

the Project Progress Reports (see Section 7) to estimate if there is a discrepancy between the status of a task and the envisioned target state at a specific point of time. This target-performance comparison is part of the Management Reports that are sent to the Project Officer. If a discrepancy is severe, i.e. it is unlikely that it can be resolved within the next project quarter; this must be signalled immediately to the WP Lead and the Project Coordinator, who may decide to forward this information to the PCC.

In terms of the quality plans, an essential element is to ensure that all documents are homogeneous in look-and-feel and professionally written. As such, the iHelp templates **MUST** be followed by all document contributors and editors.

6 Deliverable Preparation and Submission Process

In the following subsections, the preparation and submission process for the iHelp deliverables are defined. This includes the definition of appropriate deadlines for the deliverable preparation and delivery (Section 6.1), information about the review process (Sections 6.2 and 6.3) and negative consequences of non-delivery in Section 6.4. Further information regarding the software deliverables, i.e. prototypes, is in Section 6.5.

6.1 Deliverable Preparations and Responsibilities

In general, Task/Deliverable Leads are nearly-always the same and are responsible for the individual deliverables. It is the responsibility of the Task Leads to:

- Govern the deliverable preparation and submission.
- Set deadlines and ensure that task partners work together (where required) to meet these deadlines.
- Perform the final editing including checking of coherence, consistency, and completeness.
- Stay in contact with internal reviewers, the WP Lead, and the Project Coordinator and the Scientific and Technical Manager.
- Make sure that abbreviations are in line with the Table of Abbreviations and Glossary

Nevertheless, it is of course the duty of all participants in a task to contribute to deliverables.

It is recommended to clarify and agree the structure (contents page) of each deliverable first with the primary partners in the tasks and then with the WP leader and then, to appoint sections to relevant responsible parties soon after a task starts. Furthermore, examples of necessary input by contributors should be given, especially if several partners contribute to the same section. Without such examples, it is highly likely that the editor will receive heterogeneous input, leading to a much higher workload for the editor, as the single parts need to be harmonised. In addition, the use of templates, especially through tables, helps to make the input material coherent especially if some examples are included.

To involve all task participants, an iterative process for the compilation of each deliverable is useful. Typically, only Parties with person months in a task will contribute to a deliverable. However, there might be situations in which a deliverable will contain another Party's foreground or background, or a Party has some further expertise important for a deliverable. Alternatively, it should be considered that for some tasks, e.g., dissemination, only the primary partners are listed in the DoA since secondary partners would have only a few days and the rounding to month caused 'zero's – but still input is required and mandated from these partners – for example input to newsletter, providing logos, etc. – even if the total time is far less than it would be for a visible partner.

A Party whose previously unpublished foreground or background may become part of a deliverable to which they have not contributed, must be warned 14 days prior to the submission of the deliverable to the internal reviewers so they can raise any issues.

To avoid delays, the Task/Deliverable Lead must inform the Party as soon as possible, i.e. once the general structure and contents of the deliverable have been defined. Any objection to the planned deliverable shall

be made in writing to the Task Lead and the WP Lead within 14 days after receipt of the notice. If no objection is made within the time limit stated, the deliverable is permitted.

Deliverables MUST be laid out according to the iHelp Word template (see Section 4.3). As there can always be an update to the template, the latest version of the iHelp Workspace template should be used. This means that partners should not make use of an old deliverable and fill in the added content.

The size of the deliverable in most cases should be kept as succinct as possible for the deliverable in question. Most deliverables should keep a limit of 50 pages. Naturally, some documents such as this one cannot be presented in such a succinct way, while software deliverables / prototypes (see Section 6.5) should even be oriented towards a size of 15-25 pages using the iHelp Microsoft Word template.

6.2 Reviewing

iHelp applies project-internal quality control of deliverables through peer reviewing. The process for this is illustrated in Figure 4 below. Deliverables that are estimated to be final by the editors (Task Leads) will be sent successively to two appointed reviewers from the consortium. The reviewed versions of the deliverable should be labelled as the “Reviewer[n]”. For explicitness: reviewers do not operate in parallel but in series for efficiency; between the reviews, and after the final review, the submitter will be requested to fix any review comments.

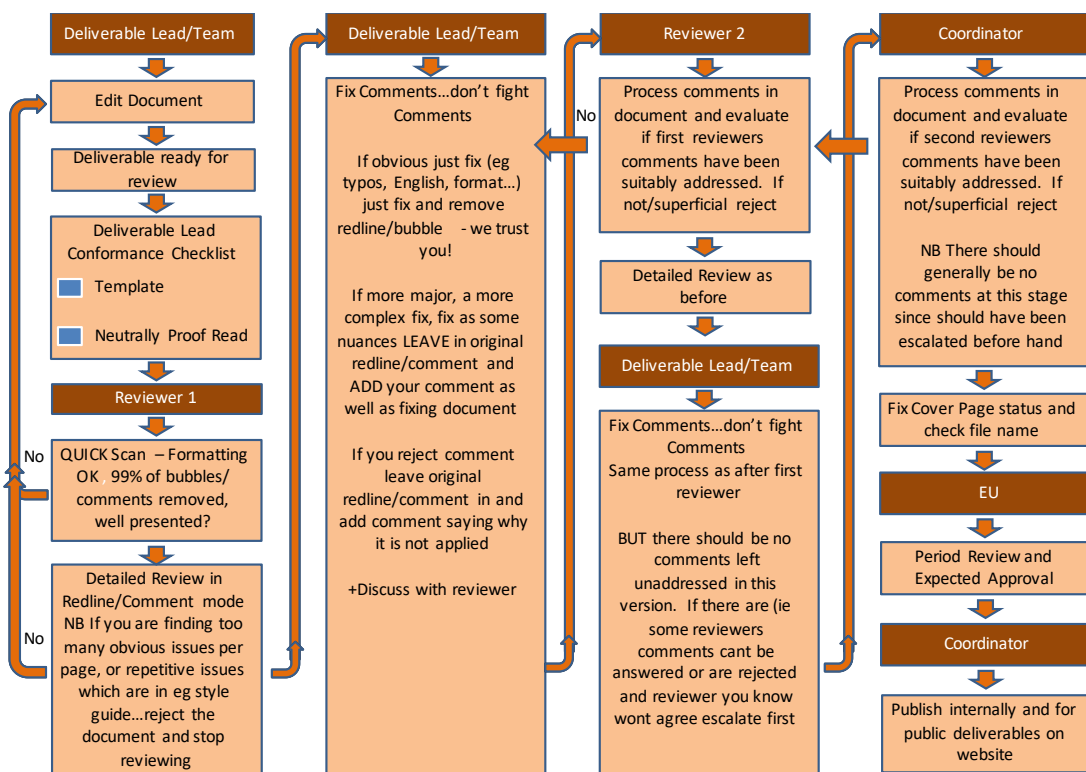


Figure 4: iHelp Deliverable Review Process.

Reviewers will be appointed based on their knowledge and funding share. Preferably, reviewers will be from partners not (heavily) involved in the task the deliverable is linked to, to prevent a conflict of interest in terms of workload when many changes are necessary. Reviewers must be available on the date agreed and return their comments on time. Similarly, Task Leads must deliver on time. The reviewer organisations

have been fixed by the consortium (spreadsheet circulated among all partners) noting that although the partner allocations are not expected to change; individuals may be revised.

All reviewers and Task Leads reacting on reviews by changing the deliverable are strongly advised to begin the review as soon as the finished document is available to them, and to hand over the document as early if possible.

After the first reviewer has received the “Reviewer1” version, the reviewer will review the deliverable to the best of their knowledge and provide the review back to the relevant Task Lead within the timeframe defined above. The reviewer will provide comments regarding the content and the structure of the deliverable that are then to be incorporated or handled by the deliverable contributors into the second “For Review” version. The reviewing objectives are:

- Ensure that the technical content is accurate and comprehensive.
- Ensure that references refer to correct external sources.
- Ensure that all project standards and guidelines (e.g. project stylesheet and template) are adhered to in the preparation of the deliverable.
- Ensure that the deliverable is clear and lucid when used by others and that no ambiguity is present in the deliverable.
- Ensure that the content in no case contains unnecessary verbose content.

It is essential to note that review is for ALL these aspects and thus, for example, every reviewer should be fully conversant with the project document template before attempting any review.

In advance, reviewers must:

- Review as if they were an EU reviewer meaning that they need to wipe their mind of deep iHelp knowledge, assumptions, and discussions.
- Comment in a constructive way, e.g. instead of writing “I do not understand” or “I do not like this”, reviewers should explicitly state what they do not understand or like and how they suggest improving the content and where possible fixing the problem if not too hard to fix.

All updates of the “Reviewer1” version of the deliverables should be provided with changes tracked. However, if major comments are not considered, this should be justified, and the reviewer should be informed and then the reviewer may escalate to the PC and PCC if deemed necessary.

If communication is necessary to solve a comment by a reviewing Party, the Task Lead needs to directly contact the reviewing Party to solve the comment without making another iteration of a document exchange necessary, as no time is reserved for multiple subsequent reviews by the same reviewer. It is best to do this in small chunks or by verbal discussion/Skype as opposed to waiting to every part of the document comments have been processed.

After reworking the reviewed deliverable from the contributors, the document goes to the next review round by the second appointed reviewer. The second reviewer repeats the above-mentioned approach. Due to the second reviewer already receiving a reworked version after the first review, the deliverable should not have major flaws. If there are major flaws, it should be returned within minimal review after scanning so as not to waste time and as illustrated above.

If the second reviewer states for the second “Reviewer2” version of the deliverable that there are some major discussion points left that cannot be resolved within very few days, the Task Lead needs to immediately set up a process stating what the next steps are in order in parallel to prevent any excessive delays regarding the deliverable submission. Furthermore, the WP Lead and the Project Coordinator should be notified.

If the first review is still provided too late, no matter if the Reviewer was changed or not, the according delay will be credited against the time of the WP Lead to change the deliverable after the review, as a timely submission to the EC is the priority and the WP Lead is ultimately responsible for the deliverable.

Once the document has reached the end of the review process, it is given to the Coordinator whose staff will do one final read-through and ensure that the cover page status information is correct. Assuming no serious issues and only formatting/typos are corrected, they will then submit the deliverable to the EUs Project Officer in PDF format notifying the consortium in parallel.

Note: The above review process and deadlines might be overruled by generic constraints such as deadlines (set by the EC) for the delivery and availability of documents/deliverables for project reviews.

6.3 Review Process and Deadlines

If at any point of time it becomes obvious that a deliverable cannot be submitted in time, this should be announced to the WP Lead and the Project Coordinator as soon as possible. The deadlines can be adapted by the Project Coordinator if necessary, e.g. in case of emergency.

In H2020 there is (technically) no concept of extra time to deliver to the EU after the DoA date except for the final report which has an allowance for 60 days. The SyGMA system will indicate a ‘delay’ in red and is believed to generate a warning to the PO. Thus, all deliverables should be planned for delivery from the consortium to the EU on the DoA date and this period should include all reviewing activities which at minimum, (based on average reviewer comments), take 2/3 weeks. Thus, any planning should be worked backwards on this basis and allow some contingency times for unexpected events.

6.4 Non-Delivery of Deliverable

If a lead of a responsible partner for a task fails to organise and deliver on time, the PC may decide to request to PCC to change leadership on this or other leadership tasks including a subsequent movement of budget/days allocated to the leadership role since all Tasks leads invariably received a larger number of Man-Months for the task.

By default, the PC will apply the following “acceptable” delays provided there is a well-presented case for the delay which can be defended before the EU and that a review deadline is not imminent.

- Providing \geq 1 month of notice of deliverable delay, a delay of 1 month is accepted
- Providing $<$ 1 month of notice of deliverable delay, only a delay of 2 weeks of delay is accepted.

If the start of a deliverable is delayed because a preceding deliverable on which it is significantly dependent is delayed, this delay shall be added to the due date of that deliverable noting that the Project Coordinator and/or the PCC will negotiate new deadlines during this process with the Task/Deliverable Lead although from an EU perspective, unless the EU Formally agree this via a DoA Amendment, the original delivery date is still valid.

The WP and Task/Deliverable Lead must make a case for additional delay that can be accepted by the PC. By default, delays proven to be due to the review process shall not be considered as a delay unless the input quality was so poor to make the review process unduly difficult.

The Task/Deliverable Lead should take most of the responsibility for the delay although all Parties involved also have responsibility and this should be considered in any PCC decision.

In the case where Parties who are responsible for delivery, including Task Leads and Team members who repetitively fail to deliver, the Coordinator on the decision of PCC shall be entitled to invoke relevant actions as described in CA section.

6.5 Software Deliverables (Prototypes)

Most of the deliverables from the RTD Work Packages, i.e. WP3 to WP6, are implementations at Technical Readiness Levels (TRL) 4-7 (“breadboard/lab validation - “system proven”). In addition to the actual software packages, these deliverables should include information, expected to be via a web ‘catalogue page’, on the implemented software, including initially the following aspects:

- Introduction: Description of software.
- Scope and Relationship to Architecture: This section will be based on a brief overview of the iHelp Global Architecture.
- Components: Description of single components, their function, etc.
- Requirements and Preparations: Both for users and developers of the software.
- Installation and Deployment: From a user perspective.
- Execution and Usage: From a user perspective.
- Limitations and Further Developments: This is especially important for the first prototypes. The “Further Developments” part can be omitted for final prototypes.

If implemented as reports, they would be comparable to the following: The first reports should be about 10-20 pages for first prototypes and incremented to 20-30 for final prototypes. The latter reports can be based on the former ones; if reasonable, text paragraphs can be copied verbatim. The page limits include the front pages, executive summary, introduction, etc.

7 Reporting

Reporting activities within iHelp can be divided into reports aiming at project management (i.e. Internal Reporting) and reporting requested by the EC.

In the following subsections, the procedures to produce the Internal Reports (6-monthly Internal Reports - IRs) are first presented, followed by the Project Periodic Reports (PPRs). For this section of the document, “partner” means any entity member of the iHelp consortium.

7.1 Internal Reporting

7.1.1 General

In iHelp, project management reporting is conducted through internal activity and cost tracking (carried out through the Internal Tracking Excel File) combined with more detailed six-monthly reports of WP activities and outcomes (6 monthly Internal Activity Reports). Partners have been appointed to provide the necessary inputs with according to resources for official reporting.

7.1.2 Outcomes

Project-internal reporting aims at three different outcomes:

- A continuous overview of the project progress.
- Potential risks in terms of quality and effort/resource issues should be identified as early as possible to apply countermeasures, if necessary.
- Regular reports on other activities such as the ones related to Dissemination and Exploitation.

For these reasons, internal iHelp reporting makes use of continuous/six-monthly high-level activity and expense tracking. These reports provide an important input for project management, but will not be provided directly to the EC.

Each partner (the ‘recording partner’) must provide its reports not later than 15 days after the end of each project semester period. For instance, the first semester report for (June 2021) is to be reported by July 15th the latest. In the case of partners having third parties, both for internal and for financial reporting to the EU, each third Party needs to provide their own reporting figures (own reporting sheet, and Form Cs, respectively).

7.1.3 Activity Tracking

One of the significant issues in managing project consortiums such as iHelp, is the need for on-time and accurate information on the person-months used by each beneficiary. In iHelp, a detailed project management approach to time tracking is applied. As such, provide six-monthly person-month information to ensure that all resources are well accounted for. In case there is need for a more accurate tracking, the PC will ask for extraordinary activity tracking reports.

Time tracking is conducted using an iHelp Drive Excel file (Internal Tracking) which allows the reporting of consumed resources in terms of person months per Task and provides basic statistics about the consumption rate differences to forecast, etc., therefore allowing a continuous overview of the projects progress which is important to recognise potential risks. These reports are for project internal viewing and will not be published for externals or the EC.

An image of the XLS file (no data) is shown below.

FINANCIAL PROGRESS REPORT - PERIOD M1 - M6				Main Beneficiary		Linked third Party-1		Linked third Party-2		
Cost Type	Work package Task	Total PM	Cost - €	Total PM	Cost - €	Total PM	Cost - €	Total PM	Cost - €	
PERSONNEL	WP1									
	Task 1.1									
	Task 1.2									
	...									
	WP2									
	Task 2.1									
	Task 2.2									
	...									
	WP3									
	Task 3.1									
	...									
	WP4									
	WP5									
	WP6									
WP7										
Total		0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	

Figure 5: iHelp Effort Tracking Sheet

In each of the reporting periods, every partner will be asked to enter Drive and register person months devoted to each task. Of course, the partner must be maintaining timesheets internally according to the EU contract, which can easily be used to do this.

Alongside this process, the Scientific and Technical Manager will evaluate a progress indicator for every WP and Task.

7.1.4 Cost Tracking

Tracking of costs (apart from personnel costs) relevant for the project is handled by the PC Completed sheets follow the same process as for the effort tracking.

FINANCIAL PROGRESS REPORT - PERIOD M1 - M6				Main Beneficiary		Linked third Party-1		Linked third Party-2		
Cost Type	Work package Task	Total PM	Cost - €	Total PM	Cost - €	Total PM	Cost - €	Total PM	Cost - €	
PERSONNEL	WP1									
	Task 1.1									
	Task 1.2									
	...									
	WP2									
	Task 2.1									
	Task 2.2									
	...									
	WP3									
	Task 3.1									
	...									
	WP4									
	WP5									
	WP6									
WP7										
Total		0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	

	DATE - LOCATION	Event - Motivation	Related WP/Task	Total cost	Main Beneficiary		Linked third Party-1		Linked third Party-2	
					Cost - €	Cost - €	Cost - €	Cost - €		
TRAVEL										
Total travel (€)				0,00	0,00	0,00	0,00	0,00	0,00	
OTHER: equipment, other goods & services, large research infrastructure	COST TITLE	CATEGORY (Equipment/Other Goods & Services/Large Research Infrastructure)	Related WP	Cost - €	Cost - €	Cost - €	Cost - €	Cost - €	Cost - €	
Total Other (€)				0,00	0,00	0,00	0,00	0,00	0,00	
TOTAL OTHER DIRECT COSTS (€)				0,00	0,00	0,00	0,00	0,00	0,00	
INDIRECT COSTS				0,00	0,00	0,00	0,00	0,00	0,00	
Summary				Main Beneficiary		Linked third Party-1		Linked third Party-2		
TOTAL PERSON MONTHS		0,00	TOTAL COSTS	0,00	0,00	0,00	0,00	0,00	0,00	
Date of delivery										

Figure 6: iHelp Cost Tracking Sheet

	Total		Main Beneficiary	Linked third Party-1	Linked third Party-2
Personnel	0,00		0,00	0,00	0,00
Other direct costs	0,00		0,00	0,00	0,00
Indirect costs	0,00		0,00	0,00	0,00
Total	0,00		0,00	0,00	0,00
Max EU contribution	145.121,21) manual completion {	145.121,21		
Requested EU contribution	145.121,21		145.121,21		

Figure 7: iHelp Financial Statement Tracking Sheet

The tracking embraces the following sections, which must be filled in individually by each partner. This includes all non-personnel costs (i.e. not the funding or the overhead etc.) that occurred in the relevant period, e.g.:

- Audit costs
- Equipment costs (either complete or depreciated)
- Travel costs
- Dissemination costs
- Any other direct costs

The Internal Tracking iHelp Excel file also contains a summary section showing different analysis and aggregates that will be processed by the PC.

7.1.5 Technical Progress: Internal Activity Reports

An identical format such as the one of the Periodic Progress Reports will be used to report technical progress IAR (Internal Activity Reports). The narrative will describe the work carried out in terms of the WPs and Tasks dealt with, and with references to the effort reported in the Excel file above referenced. The following topics should be included to the report:

- The activities, which were performed in the last month.
- Important decisions which were made regarding to an active task.
- Affected deliverables/tasks, which were worked on in the last month.

Guidelines will be provided on the narrative to be used and the coherence between these two reporting mechanisms. The IAR will be the basis for the Official Progress Reports.

Each WP Lead (and downstream Task lead) is responsible to formulate sections for the periodic IARs based on the contributions provide by the partners and compiled by the PC. The foundations for the sections are the reported activities of each partner. As per the IAR, this formulation work will be essentially a check and correct task on the reported texts. Plus, they are expected to describe the WP status. Indicatively:

- **Overview:** A brief overview of the status of the Work Package - about 5-10 lines.
- **Important Results:** Important research results and technical developments are stated per task. For each task, 5-10 lines of text should be written. Important results include deliverables (if finished), accepted, and published scientific papers, and implemented prototypes.
- **Target-Performance Comparison:** This comparison is objective-driven, i.e., it is necessary to estimate if each task will provide the expected output in time, budget, and quality. If the performance of a task is as expected, this can be described in one single sentence. If the target of a task could not be met, this should be described in enough detail and reasons should be stated.

One aspect of the Target-Performance Comparison is the description of risks that may occur or incidents that did occur.

- **Changes:** Necessary changes in Work Package Objectives and Deadlines: should only be stated if applicable, i.e., either the objectives of a Work Package cannot be met, or the results will be delayed.

WP leads are expected to verify the text for the IAR within two weeks after the input from the partners has been received.

7.1.6 Periodic Report Deliverables

Periodic Report Deliverables are more complete progress reports that will follow the same structure than the Official Periodic Reports.

For each of these Progress Reports, there is an official deliverable (“Project Periodic Report”) scheduled in iHelp, i.e. the deliverables linked to WP1 (D1.3-1.5). The Periodic Reports will be based on the internal reporting and IARs although they provide a greater level of detail in some respects, such as financial reporting.

The iHelp Project Periodic Reports Ds (D1.3-D1.5) have been marked as confidential in the DoA. However, at least the overview in each Periodic Report needs to be publishable as requested by the EC.

7.1.7 Matching Effort and Progress

Once the 15-day deadline is over, the Project Coordinator performs a quick scan of the entries to check for any obvious errors or missing reporting. If so, the PC will chase the leads of the partners concerned and encourage them to update/add their information. With all the information available, the Project Coordinator will be able to match declared effort and progresses, producing a quantitative analysis through an aggregation of the task-based numbers collected with the Internal Tracking Excel sheet and producing a table showing the planned and consumed resources in terms of person months per partner and per Work Package.

This quantitative analysis, which will also be included in the IAR, will allow tracking:

- Resources utilised by partner, task, project (manpower and expenses) judged against budget items.
- Over- and under-spending per partner.
- A partner’s contributions to project.
- Mismatching between effort used and progress achieved.
- To provide input to the IARs and PPRs

The WP Leads will be invited to double-check the information provided and the quantitative analysis. Thus, WP Leads will share the responsibility to verify if the recorded efforts (in terms of person days) are realistic. If this is not the case, this should be first clarified with the partner in question. If the issue cannot be resolved, higher decision levels will be involved.

The partners whose figures are doubted should recognise:

- This is standard project management practice.
- Enough detail and justification of their efforts should be available as per DoA and GA.
- The Consortium Agreement states provisions on that.

It is to note that those who provide the figures on-time and to the relevant level of detail, will assist the consortium and themselves regarding IARs, PPRs, and audits. Conversely those that do not are the ones that invariably cause the project problems – insufficient resources, late deliverables, no timesheets, estimated hours, misunderstanding of the GA calculations, etc.

Each WP Lead also has the responsibility to identify other potential risks, e.g. that tasks cannot meet their objectives, that there will be delays, or that resources are consumed in an excessive way.

If there are remaining issues they will be escalated to the Plenary.

7.1.8 Consequences of Miss-Reporting

If the reporting yields an issue which the partner / Task Lead / WP Lead / STM/ PC have not been able to resolve between them (for example: a partner is believed to have overstated resources, a partner has not provided the information, the narrative description is insufficient/does not justify the resources spent etc.) this issue needs to be raised to the Quality Control Board (QB) who has the authority to ‘uphold’ the various agreements. Issues may also be escalated by the partner or the QB to the Plenary.

It is difficult to state exactly what the consequences are of such matters since it can be issue specific, but it can include:

- The Coordinator, noting in the formal IAR/PPR reports that they were unable to support a partner’s figures.
- Removal from the consortium after following the due process in the CA.

7.2 Periodic Reports and Final Report

Apart from the IARs, PPRs and Final Reports need to be created as requested in the iHelp Grant Agreement. In the following subsections, a brief overview of the process to generate these reports is described. For a general overview of project reporting requirements within H2020, refer to the Grant Agreement Article 20.

7.2.1 Periodic Reports with Cost Justification and Final Report

As defined in the iHelp Grant Agreement, reporting periods are: Period 1 from project month 1 to project month 18, Period 2 from month 19 to project month 36. For each of these reporting periods, a ‘Periodic Report (with Cost Justification)’ needs to be delivered to the EU within 60 days from the end of the reporting period although internally it obviously needs to be ready by less than this duration. In iHelp, this means that the first Periodic Report must be fully ready and delivered at the end of September 2021.

Article 20.3 in the Grant Agreement describes which content is required for the Periodic Reports. The Project Coordinator will provide a template for the periodic reports, which follows the requirements of Article 20.3.

The participant portal also provides a template for the periodic report, which will be utilized for the periodic reports of the project: http://ec.europa.eu/research/participants/data/ref/h2020/gm/reporting/h2020-tmpl-periodic-rep_en.pdf

Apart from the Periodic Reports, it is also necessary to create a ‘Final Report’. Analogous to the Periodic Reports, this report is due within 60 days after the end of the project. The Final Report should not be

confused with the last Periodic Report, even though these reports share content. In general, the Final Report will be based on the PPRs, IARs and other reports (exploitation, dissemination, etc.).

Considering the 30-day (to allow for issues) deadline for the final figures; should a partner (and its auditors if applicable) believe that this deadline is not possible, they should raise this issue formally 10 days before hand to the PC noting the reasons why and the newly scheduled date. The PC has a right to accept (or not) this rational/timing noting that, 50 days is the absolute deadline due to the deadlines to the CA. If such a delay is accepted the Coordinator will notify the European Commission and their reaction will be communicated back to the partner. Regardless other partners' figures will be submitted.

Table 5: Periodic Reporting

Deadline	What is due?	Contributors
15 days after reporting period ends	Activity and Cost Tracking in the Internal Tracking Excel. Internal Activity Reports from partners (summarized information of activities carried out) The Project Coordinator checks if all partners have contributed, but partners need to deliver this without former notice.	All partners on request of the Project Coordinator
20 days after reporting period ends.	PC and STM check the completeness of the information and chase the eventual partners that need to provide additional input. STM assigns an initial progress index to the WPs. Condensed information (Activity Reports and summarized tables and cost/effort figures are sent to the WP Leads)	Project Coordinator. Scientific and Technical Manager
25 days after reporting period ends	Individual Financial Statement data have been filled presented to the PC through the CEC systems	All partners (plus third parties)
30 days after reporting period ends	WP leads check the progress of the WP and Tasks with the declared figures and narrative of the partners. The comments related to the partners are regarded or clarified. WP Leads produce: the PPR WP status information and the input for the Deliverables Table The input for the Milestones Table has been prepared by the Milestone Leads	WP Leads Milestone Leads (as defined in the DoA)
35 days after reporting period ends	First overall draft of the report is presented to the partners	Project Coordinator
40 days after reporting period ends	Feedback regarding first overall draft is given by the partners. Financial Statements have been checked by Manager; partners will be informed if they are allowed to transmit their Financial Statements	All partners. Project Coordinator.

45 days after reporting period ends	First "For Review" version of the report is presented to appointed reviewers	Project Coordinator
52 days after reporting period ends	Feedback by appointed Reviewers is provided	Reviewers
60 days after the end of the reporting period	Final modifications have been made and report is submitted through the Participant Portal	Project Coordinator

7.2.2 Financial Statements (old Forms C)

Periodic financial statements must be submitted to the EC as part of the Periodic Reports, using the Grant Management Area (grants-app) of the EU *Funding and Tenders Portal* (Single Electronic Data Interchange Area - SEDIA) of the EC. As described above, Form Cs must be filled in by the single project partners within 30 days after a reporting period is ended. The Project Coordinator will then check the validity of the financial statements within 14 days; for this, the WP Leads will be consulted. Forms C must be filled in by all partners as well as linked third parties with the latter being solely coordinated by those partners who have linked third parties. Once all Forms Cs have been finalised, accepted, and (electronically) signed by the Coordinator, the Coordinator will transmit them to the EC. It is important to understand that should a partner be late; the available forms will be submitted regardless and then the errant beneficiary will not get paid until these are included in the next financial report/payment or the end of project final report/payment.

In general, partners are obliged to abide to the rules defined for financial provisions as defined in Article 20.3 (b) of the iHelp Grant Agreement.

The iHelp consortium makes use of the EUs web-based tool 'SyGMa' (System for Grant Management) to complete and submit Forms C. This tool is provided by the EC and accessible via the Funding and Tender Portal. To make use of electronic-only transmission and signature of Forms C, each beneficiary appoints a "Project Financial Authorised Signatory (FSIGN)" in the Participant Portal.

To allow the PC to check the individual partner's Forms C, it should be saved as a draft, which allows the Project Coordinator to see and comment before the form is transmitted and signed officially by the FSIGN of a partner. Once the finalised and electronically signed forms have been received from all partners, the Coordinator will transmit the whole package to the EC.

8 Risk Management and Identification

“The purpose of the Risk theme is to identify, assess, and control uncertainty and, as a result, improve the ability of the project to succeed.”

Risk management is the continuous, systematic, and proactive approach to identify and assess risks and to draft according to risk responses, if necessary. It is applied to control the risks and therefore enhance the probability to achieve the project’s objectives. In iHelp, a distributed approach to risk management is followed as part of the overall quality management activities. In the following subsections, the general approach to risk management in iHelp (Section 8.1) as well as preliminary risk identification (Section 8.2) is presented. The focus is on the identification of risks arising in ICT projects.

8.1 General Approach

According to the ISO standard 31000:2009, risk is the “effect of uncertainty on objectives”. This definition includes the three most important aspects of risks:

- A risk is uncertain and may therefore never happen.
- Risks have effects and therefore need to be managed.
- Risks are measures against defined objectives.

A risk is an uncertain event (or set of events) that will have an impact on the project objectives if it occurs. It can have an impact regarding timeliness of the project results, project costs, quality, and scope (quantity). Risk management deals with the identification, assessment, and control of risks. It is proactive, i.e. is not applied when it is too late (it is not crisis management), continuous, i.e. part of all project phases, and systematic, i.e. follows a defined approach to risk management.

In a project such as iHelp, the project management risks are related to:

- **Timeliness:** Single deliverables and the whole project not being delivered in time.
- **Budget:** partners consume their funding share but do not finish their tasks.
- **Quality:** Quality of explicit deliverables (e.g. documents and software) and implicit ones (e.g. impact) is not in line with the quality goals of the project, or the quality expectations of Advisory Board or the EC.
- **Scope (Quantity):** The project objectives cannot be fulfilled.

Together, these four dimensions constitute the “Devil’s Square” as depicted in Figure 8. Naturally, there are various interdependencies between the dimensions. For instance, a low quality of the basic deliverables such as the Pilot Setup and Implementation of Digital Trials (in iHelp: D6.3) may lead to a situation in which partners implement incorrect functionalities. In turn, this will bind resources needed elsewhere, which could lead to delays and budget non-compliances.

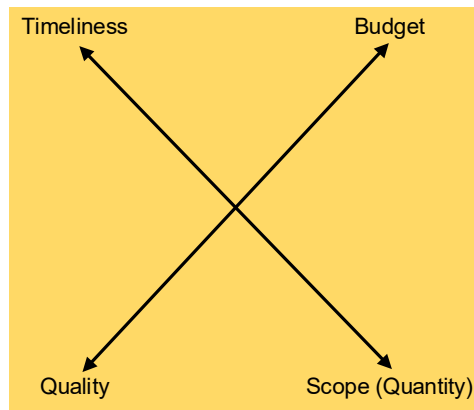


Figure 8: "Devil's Square".

iHelp's risk management process consists of four steps, which form a sequentially executed cycle, i.e. risk management is performed continuously:

- **Risk Identification:** Baseline study of potential risks, leading to a basic inventory of them.
- **Risk Analysis:** Identification of risk causes and further description of potential risks. This includes the potential impact of a risk and the probability that it occurs.
- **Risk Response Planning:** Based on the risk analysis, it should be decided if the risk should be:
 - **Accepted** ("do nothing"), which should only be done for risks with a low occurrence probability and low potential impact.
 - **Transferred** to another Party, which is not generally possible for most risks in a project such as iHelp.
 - **Reduced** either by the probability of the event occurring, or the impact of the event, should it occur.
 - **Avoided** by changing some aspect of the project. While this is the most desirable risk response, it is very often not possible because of project-intrinsic factors. In such cases, risk reduction is the strategy that should be chosen.
- **Risk Monitoring:** Continuous monitoring of the identified risks and, if some aspect has been changed, most importantly the probability and the potential impact of a risk.
- **Risk Reporting:** Risks need to be reported if the according relevant event will most likely occur which may lead to issues regarding the four dimensions of the Devil's Square.

These are more fully described in the subsections below.

In iHelp, risk management follows a distributed approach. In general, the WP Leads are responsible to assess the risks that could occur to the project objectives and sub-objectives linked to the Work Package and as defined in the DoA. In addition, project-wide risks are linked to WP1 and therefore the Project Coordinator is responsible for them. Without the contribution by all partners in the project, it will not be possible to identify, quantify, and monitor risks and start corresponding countermeasures.

8.1.1 Risk Analysis and Risk Response Planning

As already mentioned, a risk can either be:

- Accepted ("do nothing").
- Transferred to another Party.

- Reduced regarding either the probability of the event occurring, or the impact of the event, should it occur.
- Changing some aspects of the project.

In a project such as iHelp, risks should only be accepted if the risk of their occurrence and their impact is small. A transfer to another Party is difficult to achieve contractually and therefore unlikely to be possible. Hence, usually, risk responses should consist in actions to reduce the risk or to avoid the risk. However, avoidance is not always possible, as it may require that important aspects of a project need to be changed, which might not be feasible. In this case, the potential impact of the risk and/or its occurrence probability should be lowered by according to procedures.

8.1.2 Risk Monitoring

Risk monitoring is a continuous task that needs to be pursued until a risk is resolved (i.e., it cannot occur anymore or there is no potential impact anymore) or the project has ended. Risk analysis never ends – new risks appear, while parameters (most importantly: occurrence probability, and potential impact regarding timeliness, budget, quality, and scope) of already identified risks may change.

In general, risk monitoring is led by the corresponding WP Leads. Single risks are appointed to Work Packages and tasks and may span more than one task or Work Package. Hence, a risk owner is appointed for each identified risk. The WP Lead of the primary Work Package appoints the risk owner of the identified risks. The risk owner is the person, who is responsible for the risk monitoring and reports regularly to the according WP Lead.

8.1.3 Risk Reporting

The WP Leads compile brief statements about identified risks that may lead to timeliness, budget, quality, and scope (quantity) issues. These statements will be included in the individual Work Package Status Reports of each IAR.

Risks need to be reported if the according relevant event will most likely occur, which may lead to issues regarding the four dimensions of the Devil's Square. In general, timeliness issues (i.e., delays) should be reported by the Task Leads to the WP Leads. If a delay cannot be made up for in the next quarter or a deliverable will be delayed, the Project Coordinator and the PCC need to be informed by the relevant WP Lead. If a delay may influence the delivery of one of the software-driven iHelp milestones as defined in Section 3.2.3 of the iHelp DoA), Project Coordinator, the PCC, and the Technical Manager need to be informed.

Budget, quality, and scope issues should be reported on a regular, informal basis together with the input for the IARs. Hence, the WP Leads are once responsible to identify such issues, but all partners are requested to contribute. All partners need to justify if their budget (funding) for a Work Package in a PPR period will be out of a 10% upper and lower tolerance limit of the planned numbers and justify it. Note that additional funding can only be re-attributed to a partner if the PCC agrees (as defined in the iHelp Consortium Agreement) and thus, even if any additional claims are accepted, partners must still deliver on their contractual elements and expectations of the DoA.

8.2 Preliminary Risk Identification

In this section preliminary risk identification for iHelp is conducted. It supplements the identification of potential risks from the DoA. It primarily aims at risks related to the fact that iHelp is driven by development and hence, risks typically arising in software projects will be discussed. This list is not exhaustive – it is the responsibility of the single WP Leads to identify further risks. Furthermore, risk analysis and monitoring also needs to be conducted within the single Work Package as discussed within the last section.

8.2.1 Risks Related to Project Management

Related to: WP1.

- Unclear and incomplete Description of Action
- Missing description of tasks
- Inadequate project control mechanisms
- Unrealistic work plan regarding timing and/or budget
- Unclear deliverable approval conditions
- No predefined design and implementation process
- Missing quality adherence in design and implementation process
- Missing acceptance of Project Coordinator
- Missing acceptance of new project staff
- No availability of project staff
- Change of Project Coordinator

8.2.2 Risks Related to Vision, Use Cases, and Requirements

Related to: WP2 (particularly T2.1 - T2.4).

- Unrealistic/unclear project objectives
- Inadequate end user involvement
- Missing end user acceptance
- Ambiguous requirement definitions
- Inadequate definition of platform requirements
- Inadequate definition of pilot requirements
- Increasing number of requirements during the project lifetime
- Changing requirements
- Missing inclusion of data privacy requirements

8.2.3 Risks Related to Exploitation

Related to: WP8.

Potential risks:

- Language barriers.
- There is an unclear concept/fit between partners aspirations.
- Technology changes make the concept limited or redundant.
- Issues with IPR especially joint IPR.
- Not all partners achieve the exploitation expected.

8.2.4 Risks Related to Implementation

Related to: WP4-6

- Implementation starts without design.
- Usage of unknown/black-box technologies and tools.
- Missing data privacy and security concepts.
- Software decay (also known as software rot).
- Implementation of unnecessary functionalities.
- Missing adherence to implementation guidelines.
- Software tests are neglected by developers.
- Inadequate test management and test reporting.
- Insufficient software reviews.
- Poor tool usage or tool availability.
- Introduction of unsuitable tools.
- Poor hardware and general resources availability.
- Missing configuration management.
- Vision is delivered late, hindering a timely implementation of technical components.
- Partners develop too much new technology instead of using existing ones.
- Too detailed specifications are written, consuming too much time and resources.
- Requirement specification is too large and concentrates on superficial features without specifying KPIs.
- User roles not elaborated enough, especially referring to authorisation security.

8.2.5 Risks Related to Pilots

Related to: WP6:

- Difficult to engage with target stakeholders to carry out necessary validation activities.
- Demonstrators are not able to convince of the competitive use of iHelp results.
- Quality of digital tools and interventions is insufficient.
- Infrastructure and resource availability for experimentation is insufficient to draw meaningful conclusions.
- Unavailability of the relevant personal for physical supports and the demonstration activities.

8.2.6 Risks Related to Impact

Related to: WP7.

- Language barriers put constraints on the user engagement, requirements gathering, validations etc.
- Unrealistic dissemination metrics limit the scope of expected impact.
- Difficulties to reach targeted public (for requirements, surveys etc) owing to the outbreak of COVID19.
- Inefficient or ineffective usage of web and social-media channels for dissemination and project promotion leading to limited awareness and non-optimal impact of the project.
- Intended objectives of the workshops are not achieved.
- In the workshops, the target audience was not reached.

- Not possible to reach an understanding with other projects for a collaboration and clustering.
- Dissemination material developed was insufficient to attract people's attention.

8.2.7 Risks Related to Technology and External Factors

Related to: All WPs.

- Insufficient or inadequate choice of technologies.
- Chosen technologies get outdated during the project.

9 Dissemination and Communication

All partners are involved in WP8 – Impact creation, which aims to ensure the project has a wide visibility and that its results are disseminated and made exploitable to ensure long-term sustainability. Thus, all partners are also responsible for contributing to the communication and dissemination of the project, who are expected to leverage their network of contacts to ensure maximum visibility and impact of the project.

partners are also responsible for monitoring and reporting these efforts, including any participation in events, publication of news, engagement via social media or others. This is particularly important considering the EC requires all projects to report in detail their dissemination efforts at the defined reporting periods.

9.1 Publishing

The rules for the publication of foreground in scientific papers as defined in the iHelp Consortium Agreement identify:

- Notification of planned publications: 30 days before the publication.
- Objections regarding planned publications: Within 15 days of notification.

If foreground or background of a partner not involved in the submission is part of the paper, this needs to be clearly stated. Notifications should be made by the primary author of a paper.

The notification should include the names of the authors, the title of the paper, and the abstract.

All scientific publications and any other significant dissemination relating to foreground of the project shall include the following statement to indicate that it was generated in iHelp.

“The research leading to these results has received funding from the Horizon 2020 Programme of the European Commission under Grant Agreement No. 101017441”.

Notably, this statement does not imply that the funding for a scientific publication is solely from iHelp. Hence, the statement can also be used in papers with several funding agencies.

Scientific publications need to be reported to the Impact manager and then to the EU via Periodic Reporting.

9.2 Publication on the project website

Innovation Sprint (iSPRINT) is responsible for updating the iHelp website that should be kept up to date with relevant project information. For this, partners should be proactive in providing suggested content for the website regarding activities they have carried out. partners are encouraged to send news items regarding, for example, participation in relevant events, results of participating in a past event; publication being made available, outputs of events, etc.

To submit a news piece for publication on the website, partners should consider the procedure listed below, sending an e-mail to iSPRINT or uploading contents to the relevant Google Drive folder:

- Email subject: Website news piece – “topic of news piece”.
- Suggested title of news piece.
- Suggested content of the news piece.
- Suggested image/ links.

9.3 Events

A travel budget has been provided for each partner but, in accordance with the CA, partners cannot ‘just attend any conference’ and this will need to be part of both the impact plan and their financial capacity/budget to attend. At the end of the event, information will also need to be presented back to the Impact Manager (WP8 Lead) according to a standard template which will be provided by them in an on-line (Drive) word document.

Travelling to conferences and meetings can be booked as “Other Direct Costs” of each partner. Expensive trips and trips to locations outside Europe should be verified by the Project Officer (through the Project Coordinator) for clarification prior to submission/booking. Else, there is a risk that the EC will not fund the travelling.

9.4 Reporting Activities

To facilitate the reporting of activities, a spreadsheet has been set up and made available to all partners through a shared Google Sheet. The spreadsheet has four main tabs for keeping track of:

- Dissemination Actions (§10.4.1)
- Blog Post Calendar (§10.4.2)
- Publications (§10.4.3)
- Gender Reporting (§10.4.4)

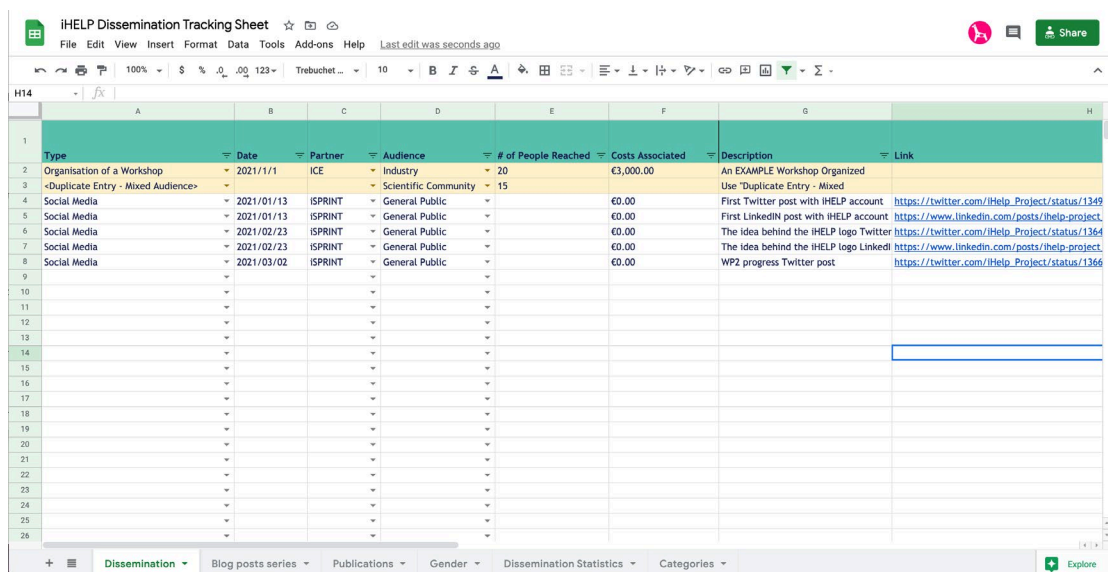
9.4.1 Dissemination Actions

In the ‘Dissemination Actions’ tab, partners are requested to provide information on all the dissemination activities that they undertake. This sheet has been designed in such a way that all the necessary information needed to complete the project official Period Reporting in the Funding & Tenders Portal can be automatically generated. For each Dissemination Action, the following information should be provided:

- **Type** – The type of the Dissemination Action as one of the following:
 - Organisation of a Conference
 - Organisation of a Workshop
 - Press Release
 - Non-scientific and non-peer-reviewed publication (popularised publication)
 - Exhibition
 - Flyer
 - Training
 - Social Media
 - Website
 - Communication Campaign (e.g. Radio, TV)
 - Participation to a Conference
 - Participation to a Workshop
 - Participation to an Event other than a Conference or a Workshop
 - Video/Film
 - Brokerage Event
 - Pitch Event
 - Trade Fair

- Participation in activities organized jointly with other EU project(s)
- Other
- **Date** – The date of the publication of the Action
- **Partner** – The main responsible consortium member
- **Audience** – The type of audience reached as one of the following:
 - Scientific Community (Higher Education, Research)
 - Industry
 - Civil Society
 - General Public
 - Policy Makers
 - Media
 - Investors
 - Customers
 - Other
- **Number of people reached** – The total number of people reached of the given audience
- **Costs associated** – Costs associated with this action in €
- **Description** – A description of the dissemination action
- **Link** – A URL if related to an online dissemination action

Figure 9 below shows a screenshot of the prepared spreadsheet for the reporting of partners' dissemination and communication efforts.



1	Type	Date	Partner	Audience	# of People Reached	Costs Associated	Description	Link
2	Organisation of a Workshop	2021/1/1	ICE	Industry	20	€3,000.00	An EXAMPLE Workshop Organized	
3	<Duplicate Entry - Mixed Audience>			Scientific Community	15		Use 'Duplicate Entry - Mixed	
4	Social Media	2021/01/13	ISPRINT	General Public		€0.00	First Twitter post with iHELP account	https://twitter.com/iHELP_Project/status/1349
5	Social Media	2021/01/13	ISPRINT	General Public		€0.00	First LinkedIn post with iHELP account	https://www.linkedin.com/posts/ihelp-project
6	Social Media	2021/02/23	ISPRINT	General Public		€0.00	The idea behind the iHELP logo Twitter	https://twitter.com/iHELP_Project/status/1364
7	Social Media	2021/02/23	ISPRINT	General Public		€0.00	The idea behind the iHELP logo LinkedIn	https://www.linkedin.com/posts/ihelp-project
8	Social Media	2021/03/02	ISPRINT	General Public		€0.00	WP2 progress Twitter post	https://twitter.com/iHELP_Project/status/1366
9								
10								
11								
12								
13								
14								
15								
16								
17								
18								
19								
20								
21								
22								
23								
24								
25								
26								

Figure 91: Screenshot of the Dissemination Activities tracking Google Sheet.

From the information provided in the Google Sheet, statistics are automatically generated to be entered in the periodic reporting of the EU Funding & Tenders portal (see Figure 10).

Row	Category	Count
2	Total Funding Amount	€3,000.00
5	Organisation of a Conference	0
6	Organisation of a Workshop	1
7	Press Release	0
8	Non-scientific and non-peer-reviewed publication (popularised publication)	0
9	Exhibition	0
10	Flyer	0
11	Training	0
12	Social Media	5
13	Website	0
14	Communication Campaign (e.g. Radio, TV)	0
15	Participation to a Conference	0
16	Participation to a Workshop	0
17	Participation to an Event other than a Conference or a Workshop	0
18	Video/Film	0
19	Brokerage Event	0
20	Pitch Event	0
21	Trade Fair	0
22	Participation in activities organized jointly with other EU project(s)	0
23	Other	0
27	Industry	15
28	Civil Society	20
29	General Public	0
30	Policy Makers	0
31	Media	0
32	Investors	0
33	Customers	0
34	Other	0

Figure 10: Screenshot of the automatically generated statistics to be used in the project’s periodic reporting.

9.4.2 Blog Post Calendar

In order to keep information about Dissemination in one single place, the calendar on when each partner should prepare their blog posts for the iHelp website has been added to the Dissemination Action tracking Google Sheet (see Figure 11).

Row	Title/Topic of the Blog Post	Partner	Summary / Subtitle of the Blog Post (15-30 words)	Keywords about the Blog Post	Necessary Links for the Blog Post	Submission Date
2		ISPRINT				8-3-2021
3		ICE				15-3-2021
4		ATC				22-3-2021
5		LXS				29-3-2021
6		KOD				5-4-2021
7		ENG				12-4-2021
8		SIEMENS				19-4-2021
9		UPRC				26-4-2021
10		UPM				3-5-2021
11		UOM				10-5-2021
12		GEM				17-5-2021
13		HDM				24-5-2021
14		KI				31-5-2021
15		MUP				7-6-2021
16		TMU				14-6-2021
17		ISPRINT				
18		ICE				
19		ATC				
20		LXS				

Figure 2: Screenshot of the Blog Post Calendar (as part of the Dissemination Action Google Sheet).

9.4.3 Publications

In the ‘Publications’ tab, partners that develop scientific/ technical publications are required to provide all the necessary information for the papers that they publish. As with the Dissemination Post Actions, this reporting tool has been mirrored from the official reporting fields in the EU Funding & Tenders portal. For each publication, the following information should be provided:

- **No.**
- **DOI**
- **Type of Publication**
 - Article in Journal

- Publication in Conference proceedings/Workshop
- Book/Monograph
- Chapter in a Book
- Thesis/Dissertation
- Other
- **Repository Link**
- **Link to the Publication**
- **Title**
- **Authors**
- **Title of the Journal/Proceedings/Books series/Book (for book chapters)**
- **Number, date or frequency of the Journal/Proceedings/Book**
- **Relevant Pages**
- **ISBN / ISSN / eISSN**
- **Publisher**
- **Place of Publication**
- **Year of Publication**
- **Is this publication available in Open-Access, or will it be made available?**
 - Yes – Available in Green Open Access
 - Yes – Available in Gold Open Access
 - No
- **Processing Charges (Gold Open Access)**
- **Length of the Embargo, if any (months)**
- **Is this a peer-reviewed publication**
 - Yes
 - No
- **Is this a joint public/private publication?**
 - Yes
 - No

Still regarding publications, iHelp must make all scientific publications open access. Therefore, any publication/ manuscript that is submitted to a conference or a journal and accepted must be made available to the public. Authors are responsible for identifying under what situations and in what conditions the publication can be made open access (e.g. a non-final version, a final version after a defined embargo period, etc.). All publications will be made available on the iHelp website.

9.4.4 Gender Reporting

Not actually related to Dissemination, but another set of information that needs to be reported in the official periodic reports. For convenience, this is added to the Dissemination tracking sheet (see Figure 12).

	A	B	C	D	E	F	G
1	Beneficiaries	Number of female researchers	Number of male researchers	Number of females in the workforce other than researchers	Number of males in the workforce other than researchers	Total number of females in the workforce	Total number of males in the workforce
2	UNIVERSITY OF PIRAEUS RESEARCH CENTER					0	0
3	ATHENS TECHNOLOGY CENTER ANONYMI BIOMICHANIKI ...					0	0
4	LEANSCALE SL					0	0
5	KODAR OOD					0	0
6	INNOVATION SPRINT					0	0
7	ENGINEERING - INGEGNARIA INFORMATICA SPA					0	0
8	SIEMENS SRL					0	0
9	INFORMATION CATALYST SL					0	0
10	UNIVERSIDAD POLITECNICA DE MADRID					0	0
11	THE UNIVERSITY OF MANCHESTER					0	0
12	FONDAZIONE POLICLINICO UNIVERSITARIO AGOSTINO GEMELLI IRCCS					0	0
13	MARINA SALUD SA					0	0
14	KAROLINSKA INSTITUTET					0	0
15	MEDITCINSKY UNIVERSITET-PLOVDIV					0	0
16	TAPEI MEDICAL UNIVERSITY FOUNDATION*TMU					0	0

Figure 3: Screenshot of the Gender Reporting tab of the Dissemination reporting Google Sheet.

9.5 Additional Procedures

As WP8 and main leader for dissemination and communication activities, iSPRINT will be responsible for providing recurring reminders to all partners on their reporting responsibilities, both by e-mail (to the general mailing list) and in the bi-monthly plenary telcos.

List of Acronyms

D	Deliverable
M	Month
GA	Grant Agreement
CA	Consortium Agreement
EU	European Union
DoA	Description of the Action
cMDF	Collaborative Manufacturing Demonstration Facility
PC	Project Coordinator
PO	Project Officer
EC	European Commission
AI	Artificial Intelligence
HHR	Holistic Health Records
WP	Work Package
DL	Deliverable
QB	Quality Board
PCC	Project Coordination Committee
NDA	Non-Disclosure Agreement
STM	Scientific and Technical Manager
BOP	Board of Partners
IMR	Interim Management Report
TRL	Technical Readiness Levels
ICE	Information Catalyst for Enterprise
iSPRINT	Innovation Sprint
UPRC	University of Piraeus Research Centre
SyGMa	System for Grant Management
CMMI	Capability Maturity Model Integration
IAR	Internal Activity Reports
IR	Internal Reports
PPR	Project Periodic Reports
RTD	Research and Technical Development
FSIGN	Project Financial Authorised Signatory