



DIGITAL TECHNOLOGIES ACTING  
AS A GATEKEEPER TO INFORMATION  
AND DATA FLOWS

## D1.1 Project Management HandBook

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## List of Acronyms

Abbreviation / acronym	Description
AB	Advisory Board
CA	Consortium Agreement
CFS	Certificate on the Financial Statements
DoA	Description of Action
Dx.y	Deliverable number y, belonging to WP number x
EC	European Commission
GA	Grant Agreement
HE	Horizon Europe
KPI	Key Performance Indicator
PC	Project Coordinator
PCT	Project Coordination Team
PM	Person-month
QA	Quality Assurance
QM	Quality Manager
RASCI	Responsible/Accountable/Supportive/Consulted/Informed
RP	Reporting Period
TL	Task Leader
TM	Technical Manager
WP	Work Package
WPL	Work Package Leader

## Executive Summary

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This document is a deliverable of the TANGO project, funded by the European Commission under its Horizon Europe Programme (HE).

The TANGO project management handbook describes the internal procedures of the project in terms of management.

The main target group of this deliverable are the consortium partners as this handbook defines the project internal processes for assuring high-quality work to be performed ensuring that the requirements from the European Commission (EC) are respected. It is a reference document for all TANGO partners and should be helpful for organisations joining the project at a later stage.

The document provides a project overview including the project workplan and milestones, a definition of the main project bodies, instructions for the project monitoring and reporting, quality assurance processes to ensure high quality in the project's results and the methods for appropriate risk management.

As a result, this document provides to the consortium the project guidelines in terms of management, structures and methods, allowing the collaboration among partners and helping in the achievement of the project final goals.

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# 1 Introduction

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## 1.1 Purpose of the document

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The present document is the Project Handbook for the project TANGO. This document has two main goals: first it defines common management procedures for the internal management of the project, such as the consortium governance, project monitoring and project reporting; and second it defines the quality plan and risk management plan for the project.

The procedures for the internal management of the project are aligned with the approved documents by the consortium and European Commission (EC), namely the Consortium Agreement (CA) and the Grant Agreement (GA).

The quality and risk management plan defined in this document aims at ensuring that the quality expected by the EC on the results of the project are achieved and any risks are previously identified and appropriately mitigated if so required.

The management/quality/innovation management procedures that are here described follow ATOS methodology defined and applied in all Horizon Europe projects coordinated by ATOS. This methodology has been adapted to the characteristics of TANGO.

## 1.2 Structure of the document

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This document is divided into four main sections:

- ▶ Sections 2 and 3 describe the project at a high level, including its workplan and resources planned.
- ▶ Section 4 - Project Management: it describes the management procedures to be followed in this project in order to achieve both the technical and administrative objectives.
- ▶ Section 5 - Quality Assurance: it defines the processes to monitor and control the production of results in order to meet an adequate level of quality.
- ▶ Section 6 - Risk Management: it defines the process in charge of identifying, assess, control, and mitigate all risks that could jeopardize the project expected results.

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## 2 Project Overview

### 2.1 Project Identification

Project acronym	TANGO
Project title	TANGO (Digital Technologies ActiNg as a Gatekeeper to information and data fOws)
Project type	RIA
Call	HORIZON-CL4-2021-DATA-01
Topic	HORIZON-CL4-2021-DATA-01-01
Contract	101070052
Project start date	01-09-2022
Estimated end date	31-08-2025
Estimated total time	36 months
Estimated effort	1394.50 PMs

### 2.2 Project Summary

TANGO will establish a stronger cross-sector data sharing, in a citizen-centric, secure and trustworthy manner, by developing innovative solutions while addressing environmental degradation and climate change challenges. The overall outcome is a novel platform exhibiting the following capabilities: user-friendly, secure, trustworthy, compliant, fair, transparent, accountable and environmentally sustainable data management, having at its core technology components for distributed, privacy preserving and environmentally sustainable data collection, processing, analysis, sharing and storage. This platform will promote trustworthy and digitally enabled interactions across society, for people as well as for businesses. TANGO will leverage the power of emerging digital technologies to strengthen the privacy for citizens and private/public organisations, reduce costs and improve productivity. It will unlock the innovation potential of digital technologies for decentralised, privacy-preserving applications, while making accessible and demonstrating this potential within the GAIA-X and EOSC ecosystem. With 37 key partners from 13 countries, TANGO, is uniquely positioned to provide a high impact solution within the transport, e-commerce, finance, public administration, tourism and industrial domains supporting numerous beneficiaries across Europe.

Through the provision of TANGO technologies, a trustworthy environment will be designed acting as a gatekeeper to information and data flows. Citizens and public/private organisations will be empowered to act and interact providing data both online and offline. TANGO will focus its activities on 3 main pillars: (i) the deployment of trustworthy, accountable and privacy-preserving data-sharing technologies and platforms; (ii) the creation of data governance models and frameworks; (iii) the improvement of data availability, quality and interoperability – both in domain-specific settings and across sectors.

### 2.3 Overall Work plan

#### 2.3.1 Work Package Lists

The project workflow is orchestrated around 9 Work Packages, as indicated in the following table:

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Table 1: Work Package Lists

WP Number	WP Title	Lead Beneficiary	Person Months	Start Month	End Month
WP1	Project and Technical Management	ATOS	82.00	1	36
WP2	Requirements, Specifications & Reference Architecture	UTH	244.00	1	36
WP3	Distributed Privacy-preserving Data Management and Storage	DUT	174.00	4	30
WP4	Distributed Trust Management Framework	VTT	130.00	4	30
WP5	AI-based Framework for Green & Trustworthy Operations	ATOS	195.50	4	30
WP6	User Interfaces and Platform Integration	INTRA	123.00	5	31
WP7	Pilot Demonstration and Validation	UPRC	269.00	12	36
WP8	Dissemination, Communication and Exploitation	LIC	177.00	1	36
WP9	Ethics requirements	ATOS	0.00	1	36
		<b>TOTAL</b>	<b>1394.50</b>		

### 2.3.2 Milestones

The following table summarizes the project milestones, which are key control points of the project execution:

Table 2: Project Milestones

Milestone Number	Milestone title	WP	Lead beneficiary	Due Date (in months)	Means of verification
MS1	Baseline	WP1, WP8, WP2	ATOS	6	User requirements; dissemination & exploitation plans; quality and project management. Delivery

Milestone Number	Milestone title	WP	Lead beneficiary	Due Date (in months)	Means of verification
					of D2.1 and D8.1.
MS2	Innovation Flame	WP3, WP5, WP4	DUT	17	Initial version of TANGO technology offerings for compliance, privacy preservation, green and responsible data sharing and management. Delivery of D3.1, D4.1, D5.1
MS3	Innovation Fire	WP3, WP6, WP5, WP4	INTRA	21	Final version of integrated technology solutions and TANGO platform. Delivery of D6.1
MS4	Demonstration Flame	WP7, WP8	UPRC	24	Preparation and planning of pilot validation campaigns and TANGO platform evaluation.
MS5	Demonstration Fire	WP7, WP8	UPRC	30	Final version of the TANGO integrated platform and evaluation of the validation campaigns. Delivery of D3.2, D4.2, D5.2 and D6.2.
MS6	Consolidation	WP1, WP8	LIC	36	Final platform's evaluation, final business plan, dissemination and exploitation reports, policy recommendations. Delivery of D7.1, D7.2 and D8.3.

### 2.3.3 Gantt

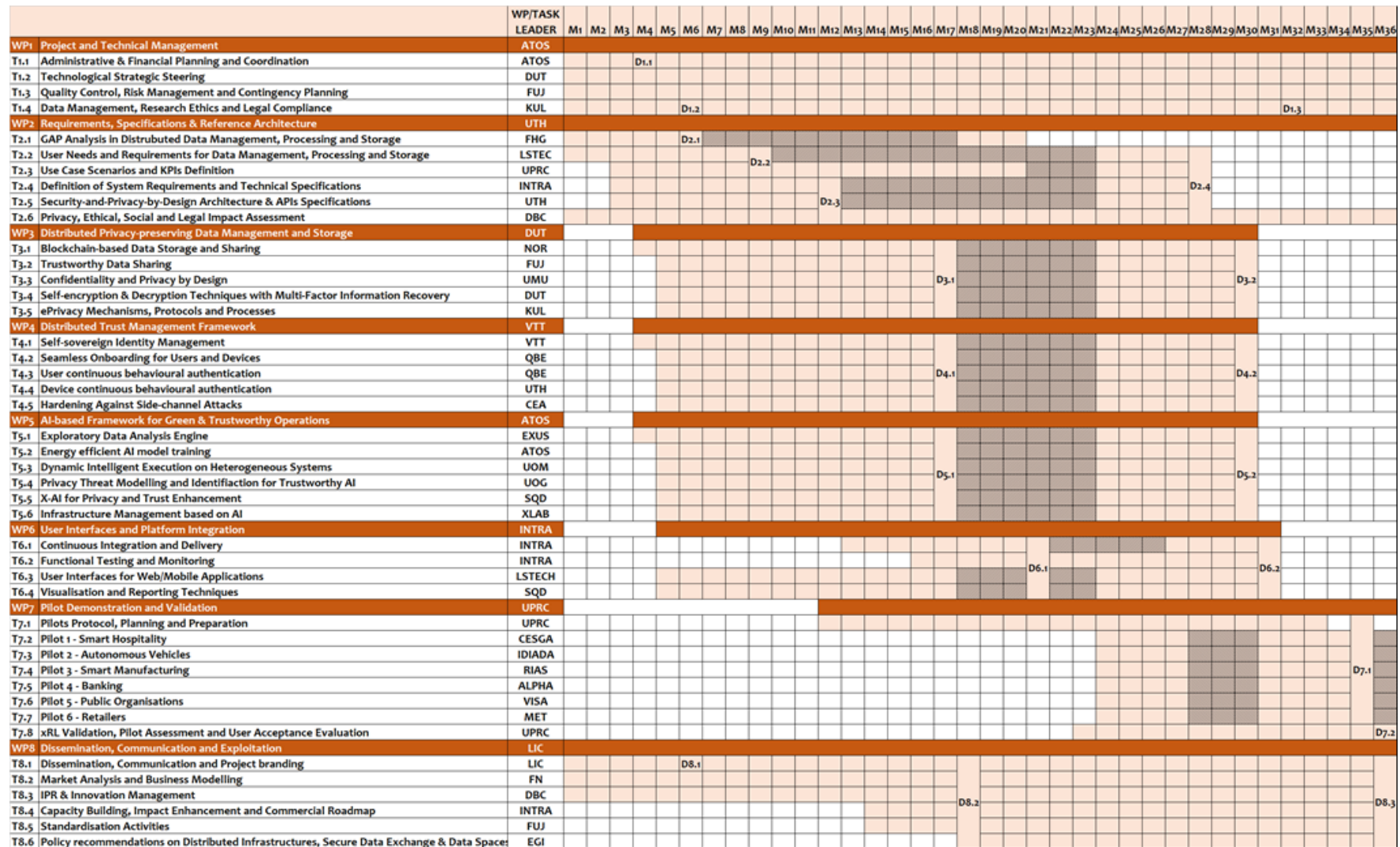


Figure 1: Project Gantt

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## 2.4 Project Representatives

### 2.4.1 Consortium representatives

The following table summarizes the partners of the project TANGO as per GA Annex I.

Table 3: Consortium representatives

Partner No	Acronym	Partner	Country	Role
1	ATOS	ATOS IT SOLUTIONS AND SERVICES IBERIA SL	Spain	Project Coordinator
1.1	ATOS SP	ATOS SPAIN SA	Spain	Affiliated Entity
2	FSDE	FUJITSU SERVICES GMBH	Germany	Beneficiary
2.1	FUJ_LU	FUJITSU TECHNOLOGY SOLUTIONS (LUXEMBOURG) SA	Luxembourg	Affiliated Entity
3	INTRA	NETCOMPANY-INTRASOFT SA	Luxembourg	Beneficiary
4	SQUAD	SQUAD IT - YOUR BUSINESS OUR MISSION UNIPESAOAL LDA	Portugal	Beneficiary
5	NORB	NORBLOC AB	Sweden	Beneficiary
6	DBC	DBC EUROPE	Belgium	Beneficiary
7	EXUS	EXUS SOFTWARE MONOPROSOPI ETAIRIA PERIORISMENIS EVTHINIS	Greece	Beneficiary
8	LSTECH	LSTECH ESPANA SL	Spain	Beneficiary
9	SVI	SV INNOVATE R&D EU LTD	Cyprus	Beneficiary
10	QBE	QUADIBLE GREECE I.K.E.	Greece	Beneficiary
11	SQD	SQUAREDEV	Belgium	Beneficiary
12	XLAB	XLAB RAZVOJ PROGRAMSKE OPREME IN SVETOVANJE DOO	Slovenia	Beneficiary
13	FN	FUTURE NEEDS MANAGEMENT CONSULTING LTD	Cyprus	Beneficiary
14	ANYS	ANYSOLUTION SL	Spain	Beneficiary
15	CEA	COMMISSARIAT A L ENERGIE ATOMIQUE ET AUX ENERGIES ALTERNATIVES	France	Beneficiary
16	FHG	FRAUNHOFER GESELLSCHAFT ZUR FORDERUNG DER ANGEWANDTEN FORSCHUNG EV	Germany	Beneficiary
17	VTT	TEKNOLOGIAN TUTKIMUSKESKUS VTT OY	Finland	Beneficiary
18	DUT	TECHNISCHE UNIVERSITEIT DELFT	Netherlands	Beneficiary
19	UMU	UNIVERSIDAD DE MURCIA	Spain	Beneficiary
20	KU Leuven	KATHOLIEKE UNIVERSITEIT LEUVEN	Belgium	Beneficiary

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Partner No	Acronym	Partner	Country	Role
21	UTH	PANEPISTIMIO THESSALIAS	Greece	Beneficiary
22	UPRC	UNIVERSITY OF PIRAEUS RESEARCH CENTER	Greece	Beneficiary
23	IDSA	INTERNATIONAL DATA SPACES EV	Germany	Beneficiary
24	EGI	STICHTING EGI	Netherlands	Beneficiary
25	ECO	ECO VERBAND DER INTERNETWIRTSCHAFT EV	Germany	Beneficiary
26	LIC	THE LISBON COUNCIL FOR ECONOMIC COMPETITIVENESS ASBL	Belgium	Beneficiary
27	IDIADA	IDIADA AUTOMOTIVE TECHNOLOGY SA	Spain	Beneficiary
28	ABI	ABI LAB-CENTRO DI RICERCA E INNOVAZIONE PER LA BANCA	Italy	Beneficiary
29	RIAS	RIA STONE FABRICA DE LOUCA DE MESAEM GRES SA	Portugal	Beneficiary
30	FMAKE	FLANDERS MAKE	Belgium	Beneficiary
31	CESGA	CESGARDEN SL	Spain	Beneficiary
32	AHOP	ASSOCIACION HOTELERA DE PLATJA DE MURO	Spain	Beneficiary
33	VISA	VISARIGHT GMBH	Germany	Beneficiary
34	MET	METRO ANONYMI EMPORIKI KAI VIOMICHANIKI ETAIREIA EIDON DIATROFIS KAI OIKIAKIS CHRISEOS	Greece	Beneficiary
35	UOM	THE UNIVERSITY OF MANCHESTER	United Kingdom	Beneficiary
36	UOG	UNIVERSITY OF GREENWICH	United Kingdom	Beneficiary
37	ALPHA	ALPHA BANK ANONYMOS ETAIRIA	Greece	Beneficiary

### 2.4.2 Advisory Board

The Advisory Board (AB) will be constituted during the initial 10 months of the first year of the project. The project partners will nominate some candidates and then the consortium will vote to choose from the nominees. The selection will consider the gender balance.







## 4 Project Management

### 4.1 Project Governance

The project governance is the management framework defining how the project decisions must be taken. Its structure indicates specific project players, their roles and responsibilities, as well as their interaction way for the life of the project. This structure aims at an effective project evaluation, control, and decision-taking, while ensuring an effective participation, motivation of all partners, and a proper conflict resolution.

#### 4.1.1 Management Structure and Procedures

The overall management structure is presented in the following figure:

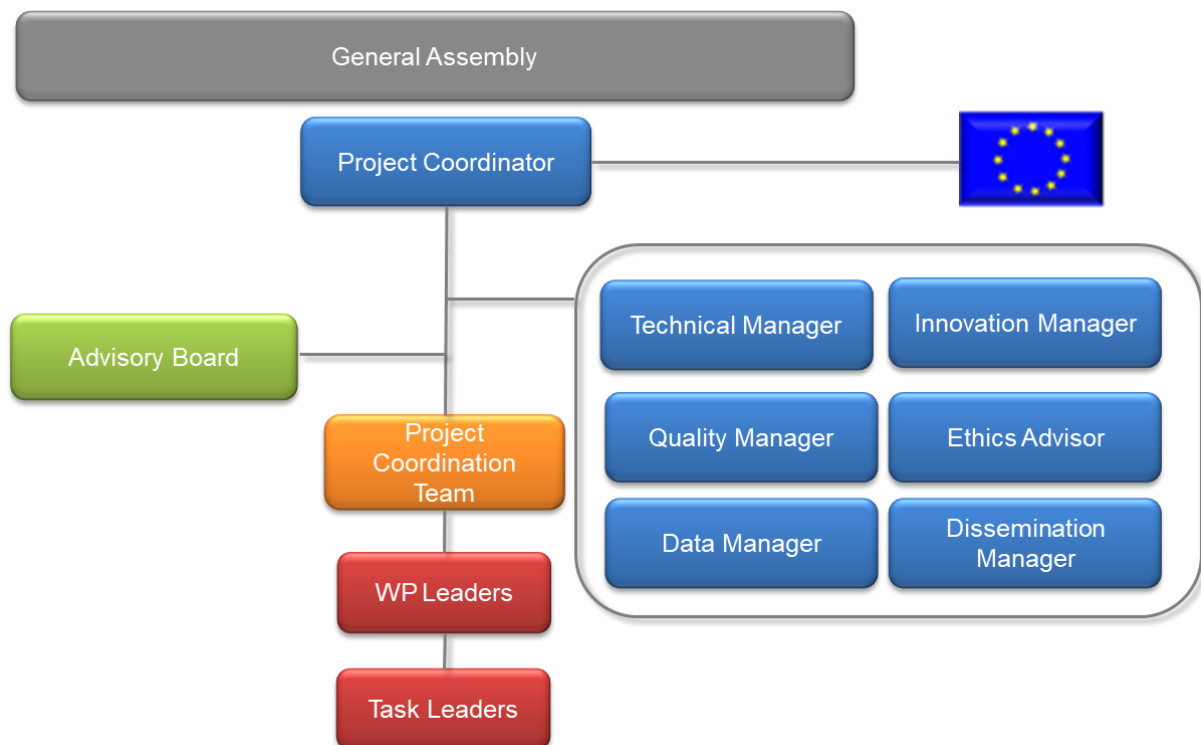


Figure 3: Project Management Structure

The following table presents each role with its belonging members. For a description on each role assigned tasks and responsibilities, please refer to the GA Annex I section 3.2.

Table 4: Project Governance Roles

Role/Group	Partners
General Assembly (GA)	All consortium partners
The project coordinator (PC)	ATOS
The technical manager (TM)	DUT
The innovation manager	INTRA
The data manager	KUL
The quality manager (QM)	FSDE
The dissemination manager	LIC
The Ethics advisor	DBC
The project coordination team (PCT)	ATOS, DUT, INTRA, KUL, FSDE, LIC, DBC

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Role/Group	Partners
Work Package Leaders (WPL)	ATOS, UTH, DUT, VTT, INTRA, UPRC, LIC

### 4.1.2 Decision making process

There are a number of ways the consortium can arrive at a decision, frequently due to trade-offs of time-cost-quality, or around the emergence of a risk (see also chapter 6).

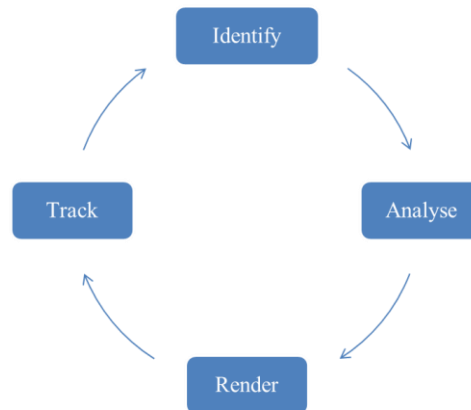


Figure 4. Decision making process

The decision making process comprises four steps, as indicated in the Figure 4. Decision making process

- ▶ **Identification of the decision.** This step determines that a decision is needed and requires identifying alternatives or possible paths of action and gathering relevant information or provisions to support the analysis step, such as associated risks, costs implications, scope or quality implications, or even regulatory and contractual provisions.
- ▶ **Analysis of the decision.** Based on the available information, the decision team evaluates and discusses the alternatives and decides.
- ▶ **Render the decision.** This phase implements the agreed actions.
- ▶ **Decision tracking.** During this phase the decision team assesses how well the selected actions delivered the desired (or expected) positive outcomes.

Communication: All the previous steps are supported by the communication process, so that information is spread throughout all the decision-making groups and project organizations.

The basic approach for the decision-making process is to locate the decision as close as possible to the level responsible for the execution (from task level to GA level). Effort for discussion and decision-making shall be kept at the lowest necessary level.

Decisions are managed within project meetings (described in the section 4.2.4., either on-site or teleconference. Decisions can be also managed by consultation. If voting is needed, the agenda should clearly indicate this fact. Quorum and voting rules will be defined in the Consortium Agreement. Decisions are binding once the relevant part of the meeting minutes has been accepted.

Decisions are also expected to happen around the project milestones, as defined with control points in the project work plan (section 2.3).

Any changes to the project plan and scope must be reviewed and approved by all levels of project management, before proposing these changes to the project coordination committee and any modification will be considered rejected, after rejection on any of these involved levels.

### 4.1.3 Conflict resolution

One of the goals of the consortium is to avoid any unnecessary conflicts. Nevertheless, should they arise, a conflict resolution and escalation process will be ready to be put in place to deal with them accordingly.

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The conflict resolution and escalation process requires each conflict to be intermediated, solved or decided at the lowest level possible. Attempts to solve issues within the consortium will be carried out in increasing order of authority by means of dialogue and mutual concession, first at Task level (management of TL), WP level (management of Work Package Leader), and then following the management bodies till the General Assembly (GA). Further rules related to conflict resolutions will be laid out in the Consortium Agreement.

If necessary, the project coordination committee will organise a conflict resolution meeting within fifteen (15) calendar days following the reception of a written request transmitted by any partner or body of the project. Attempts of arbitration will be performed in increasing order of authority:

- ▶ Within the team of each work package under the management of the work package leader.
- ▶ Within the project coordination committee.

## 4.2 Project Communication

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The internal communication goal is to ensure that all consortium members and working groups within the project have access to all the information they require to make informed decisions and capitalize on their output. A good internal communication is an important asset in order to achieve the project expectations and objectives.

The internal communication seeks the following objectives:

- ▶ All consortium members are aware of the project’s **vision and objectives**.
- ▶ All **project decisions** are communicated effectively to consortium members.
- ▶ All consortium members understand and know how to follow all **policies and procedures** related to their participation in the project.
- ▶ All consortium members are familiar with the resources available in, and the updates and developments of programmes other than their own.
- ▶ All consortium members are able to provide **feedback** to management through formal channels.

Communication is managed by implementing some rules, concerning in particular:

- ▶ Organisation of official meetings (General Assembly, project coordination team, etc.)
- ▶ Rules for meetings organisation, according to the needs of the project, and requiring a pre-agenda and meeting minutes, for comments and approval of the attendees.
- ▶ Rules at providing and maintaining information at all project levels.
- ▶ Information sharing by means of an electronic repository accessible to the consortium members.
- ▶ Project mailing lists.
- ▶ The use of standard document templates in order to ensure uniformity of information and identification of the documents.

### 4.2.1 Contact list

The contact list contains the contact data of every person involved in the project from all consortium partners.

The Project Coordination will be in charge of maintaining the table updated during the project lifetime. The table will be managed in a separated file under the project repository

### 4.2.2 Emails and emailing lists

Mailing lists are the principal mean of interpersonal communication in the project. The objectives of the mailing lists are to provide an easy and fast way to communicate to the project members, keeping track of communication and archives of the information exchanged. Appropriate uses of mailing lists include scheduling meetings, forwarding documents or other information, and general questions and answers.

#### 4.2.2.1 Use of emailing lists

The project has set-up the following mailing lists:

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Table 5: Project emailing lists

Name	Address	Purpose
Tango	tango@lists.atosresearch.eu	General purposes related to the project
Tango-mgmt	tango-mgmt@lists.atosresearch.eu	Administrative, legal, and financial issues
Tango-pct	tango-pct@lists.atosresearch.eu	Issues related to the project coordination team
Tango-tc	tango-tc@lists.atosresearch.eu	Issues related to the technical committee
Tango-wp2	wp2-tango@lists.atosresearch.eu	Issues related to the WP2
Tango-wp3	wp3-tango@lists.atosresearch.eu	Issues related to the WP3
Tango-wp4	wp4-tango@lists.atosresearch.eu	Issues related to the WP4
Tango-wp5	wp5-tango@lists.atosresearch.eu	Issues related to the WP5
Tango-wp6	wp6-tango@lists.atosresearch.eu	Issues related to the WP6
Tango-wp7	wp7-tango@lists.atosresearch.eu	Issues related to the WP7
Tango-wp8	wp8-tango@lists.atosresearch.eu	Issues related to the WP8

#### 4.2.2.2 Management

The mailing lists are hosted and managed by ATOS, responsible for the project communication infrastructure. These lists are based on Mailman, free software for managing electronic mail discussion, and distributed under the GNU General Public License. Mailman supports built-in archiving, automatic bounce processing, content filtering, digest delivery, and spam filters.

The management of the mailing lists are the ultimate responsibility of ATOS as coordinator. Nonetheless, every partner is accountable to notify the coordination team about any change in the list: inclusion of new members, modification of existing details, or the removal of included names.

Each user can edit its membership information, subscription, passwords and options from a web interface of the mailing list. The access to this interface is provided in the “Welcome” message at the time of the subscription.

#### 4.2.2.3 Communication Rules

For a suitable use of the mailing lists, these rules are to be followed by all partners:

- ▶ SUBJECT (please notice that E-mails addresses to the official mailing lists will automatically have an identifier appended in front of the subject line, like [Tango-mgmt]):
  - In order to segment the information, include the corresponding WP in the subject, followed by the real subject.
  - Use explicit Subject title. The subject should be a clear indication of the content (for instance, “WP2”, “Meeting minutes 2018-02-04”).
- ▶ It is highly recommended to keep record of the conclusions and decided actions of the email.
- ▶ ATTACHMENTS. Try to avoid attachments as much as possible in your emails, using a link to the repository instead.

#### 4.2.3 Project repositories

All project-related documentation will be stored in the project repository. It provides the support needed by the documentation storage, review process, information sharing, and work in groups by all partners in order to achieve the common goals of the project.

All relevant information for the project is to be stored in this repository, including contractual documents (GA, CA), amendments, review-related documentation, reporting documentation, contact details,

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templates, working documents of deliverables, internal working documents, agendas, minutes, etc. Moreover, final versions of all deliverables are to be uploaded there.

#### 4.2.3.1 Structure

The project repository is available from the following URL: <https://newrepository.atosresearch.eu/index.php/apps/files/?dir=/TANGO>

This repository is organised by the work packages of the project. Each folder will contain a subfolder structure, containing the WP meetings and one subfolder per deliverable. Other required folders are possible, always with a descriptive name of the content.

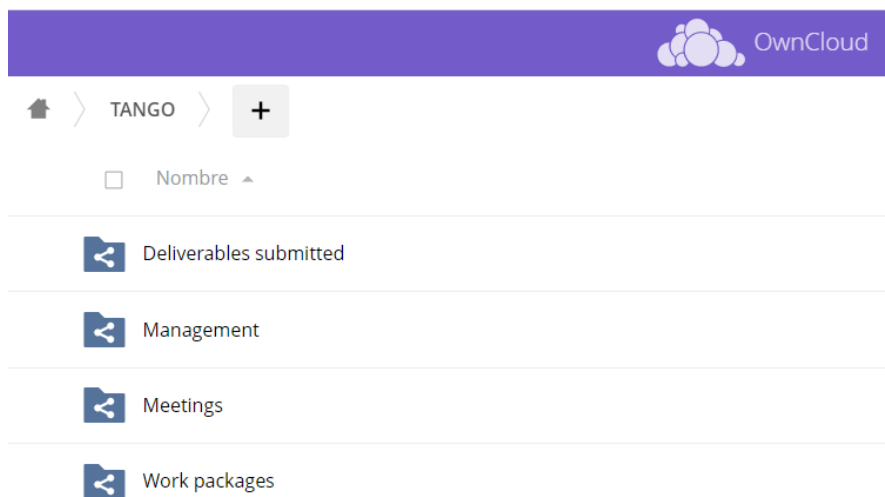


Figure 5: Project repository structure

#### 4.2.3.2 Management and maintenance

ATOS is responsible for the general maintenance of this project repository. Work Package leaders are in charge of the documents' organisation related to their WP. Deliverable editors are responsible for keeping updated versions of the corresponding deliverable. All partners are responsible for supporting the documentation management process.

#### 4.2.3.3 Technology

The project repository is based on OwnCloud version 8.0. OwnCloud is a suite of client-server software for creating file hosting services and using them.

The OwnCloud server is written in the PHP and JavaScript scripting languages. For remote access, it employs sabre/dav, an open-source WebDAV server. OwnCloud is designed to work with several database management systems, for example MySQL.

##### 4.2.3.3.1 Information security

With regards to the security procedure, the project repository is subject to the ATOS Information Security Policy, aiming at safeguarding the confidentiality, integrity, availability, authenticity and non-repudiation of information and information systems. It is based on an internationally accepted security standard (ISO27002 -, Code of Practice for Information Security Management [1]).

The policy applies to all intellectual and physical forms of information assets, whether owned, used or held in custody by ATOS. This policy is mandatory for the security of ATOS internal and external business processes and applies to all staff, contractors and consultants throughout the ATOS organization.

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#### 4.2.4 Meetings and procedures

Meetings are used to report and certify the status of the project or the work packages, debating special project issues, as well as for decision making. E-mail and teleconferences shall be used as main options for solving issues on an operative day-to-day basis.

##### 4.2.4.1 Rules for meeting organisation

The rules for the implementation of meetings must be the following:

- ▶ A meeting notice shall be issued in proper advance with respect to the event, in order to allow participants to manage the preparation and if it is necessary logistic issues. For physical meetings, the agenda and meeting notice should be sent at least with twenty-one (21) calendar days preceding the meeting. For virtual meetings, the agenda and meeting notice should be sent at least seven (7) calendar days before the meeting.
- ▶ Modality (face to face meetings or conference call), duration and venue of the meetings shall be proposed by the convener and communicated in advance. Dates and locations need to be agreed by the meeting chair and participants in advance to leverage the team availability and to reduce travel costs.
- ▶ The notice shall include a draft agenda of items to be discussed, giving an overview of any proposed decision. Upon agreement among the participants, decisions can be made in relation to any matter not mentioned in the agenda.
- ▶ Minutes of the meeting shall be produced by the chairperson of the meeting (PC, TM, or WP leaders depending on the meeting level) and transmitted to the attendees not later than ten (10) calendar days after the meeting. The minutes shall be considered as accepted, if within ten (10) calendar days there are no objections in a written form. The minutes must at least contain:
  - The attendance list of the meeting.
  - The agenda.
  - Decisions taken and an action list containing a responsible and deadline for each action.
- ▶ Minutes must be suitable stored by the chairperson in the project repository.

The periods specified in this section could be adjusted if unanimously agreed by all members of the given body.

##### 4.2.4.2 Meeting roles

There are three roles to consider:

- ▶ The *meeting chair* is the person/role in charge of steering the meeting.
  - The Project Coordinator is the chair of the General Assembly and the project coordination committee.
  - The WP leader is the chair of the subproject meetings at WP level.
  - The Task leader is the chair of the subproject meetings at task level.
- ▶ The *host* is the organization in charge of dealing with the face-to-face meeting preparations, supporting locally the meeting chair. This includes reserving a suitable room for the expected number of attendees, with the necessary equipment, and providing the participants with logistic and accommodation information. The host role is expected to rotate during the project lifetime.
- ▶ *Participant* is any stakeholder that takes part in the meeting. Participants will follow the host's instructions with regard to the requirements to attend the meeting (for example, security policies).

##### 4.2.4.3 General assembly meetings

The general assembly meetings must be chaired by the project coordinator and should cover all major issues (technical and non-technical) where a position of the consortium is expected. The project coordinator will only summon dedicated general assembly meetings in case this is considered necessary. A consortium partner can send more than one representative to a general assembly meeting but multiple delegates of a consortium partner vote on behalf of their organisation according to the rules defined by the consortium.

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The general assembly will meet at least twice per year being one of those meetings physical and if possible, combined with other project meetings in order to limit travelling costs to partners.

#### 4.2.4.4 Project coordination team

The project coordination committee meetings must be chaired by the project coordinator. These meetings should be used to exchange technical information, prepare semi-annual reporting and reviews, and report the project progress. One part of the meeting should be dedicated to the general assembly where major decisions on technical and non-technical issues are taken.

#### 4.2.4.5 Subproject meetings

Subproject meetings are usually technical meetings including the work package leader, task leaders, deliverable editors and any other partner required in the related topic of the meeting.

The frequency of the meetings is decided by the work package leader but it is advisable to celebrate a meeting at least once per month, preferably via conference call.

In case of a monthly call the agenda should be sent at least one week in advance and the minutes of the meeting should be produced within 3 days after the meeting.

WP meetings are chaired by WPLs. Additional technical meetings may be set up by TLs or individual partners after informing the WPL. All meetings will be documented by minutes listing major decisions and action items. Meeting agendas, individual to-do lists and other important project information will be accessible via the collaboration platform, to allow for remote teamwork.

### 4.3 Project monitoring

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The main goal of this process is to oversee all the tasks and metrics needed to ensure that the project is within scope, on time and also on budget. The project Coordinator is in charge of this process, with the support of the project coordination team.

The monitoring will be performed against the project work plan, described in the project DoA and also on the section 2.3 of this deliverable, in which are stated the objectives of the project, its Work Breakdown Structure (Scope), the project roadmap (time) and the budget allocated for all Work Packages.

### 4.4 Technical monitoring

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The main goal of this process is to oversee all the tasks and metrics needed to ensure that the technical goals of the project has been achieved. The technical manager is in charge of this process, with the support of the technical committee (formed by the PC, the TM and the WP Leaders).

### 4.5 Contractual management

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The objective of the contractual management is to ensure that the project is adhering to the terms and conditions of the Grant Agreement (the contract with the European Commission) and providing the required services/products that meet the expectations of the project.

In particular the contract management addresses the following situations:

- ▶ Changes in the consortium configuration, such as including addition or withdrawal of beneficiaries or third parties.
- ▶ Changes in the technical scope of the project, affecting the Description of Action.
- ▶ Changes in the Consortium Agreement.
- ▶ Contract closing.

Contractual changes are decided at the General Assembly in accordance with the procedures set out within the CA and the article 55 of the Grant Agreement (except in the case of change of coordinator). The project coordination committee can also propose changes to the General Assembly. Any changes to the project plan and scope must be reviewed and approved by all levels of project management, before

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proposing these changes to the GA, and any modification will be considered rejected, after rejection on any of these involved levels.

The project coordinator is in charge of processing and coordinating any amendment on behalf of the consortium. The project coordinator is also responsible for transferring any contractual change to the project plan.

## 4.6 Administrative and Financial reporting

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### 4.6.1 Reporting to the EC

The beneficiaries must provide reports to request payments, in accordance with the schedule and modalities set out in the Data Sheet (see Point 4.2):

- ▶ for additional prefinancings (if any): an additional prefinancing report
- ▶ for interim payments (if any) and the final payment: a periodic report.

The prefinancing and periodic reports include a technical and financial part. The technical part includes an overview of the action implementation. It must be prepared using the template available in the Portal Periodic Reporting tool.

The financial part of the additional prefinancing report includes a statement on the use of the previous prefinancing payment.

The financial part of the periodic report includes:

- ▶ the financial statements (individual and consolidated; for all beneficiaries/affiliated entities)
- ▶ the explanation on the use of resources (or detailed cost reporting table, if required)
- ▶ the certificates on the financial statements (CFS) (if required; see Article 24.2 and Data Sheet, Point 4.3).

The financial statements must detail the eligible costs and contributions for each budget category and, for the final payment, also the revenues for the action (see Articles 6 and 22).

All eligible costs and contributions incurred should be declared, even if they exceed the amounts indicated in the estimated budget. Amounts that are not declared in the individual financial statements will not be taken into account by the granting authority.

By signing the financial statements (directly in the Portal Periodic Reporting tool), the beneficiaries confirm that:

- ▶ the information provided is complete, reliable and true
- ▶ the costs and contributions declared are eligible (see Article 6)
- ▶ the costs and contributions can be substantiated by adequate records and supporting documents (see Article 20) that will be produced upon request (see Article 19) or in the context of checks, reviews, audits and investigations (see Article 25)
- ▶ for the final periodic report: all the revenues have been declared (if required; see Article 22).

Beneficiaries will have to also submit the financial statements of their affiliated entities (if any). In case of recoveries (see Article 22), beneficiaries will be held responsible also for the financial statements of their affiliated entities.

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#### 4.6.2 Internal Interim Activity Reports (IAR)

According to the CA internal controls will be periodically done in order to assure the proper development of the project, both in terms of activity and use of resources. These reports are intended for internal use, therefore, they won't be delivered to the EC.

To that end, an internal interim activity report (IAR) will be carried out at the end of every six months. These IARs will include reports on partners' activity in each active work package.

Each report should inform about:

- ▶ Main activities and main achievements in last six months.
- ▶ A summary of the resources (efforts) consumed in each WP during the considered tranche.

These reports would be cumulative, so the information provided in a given period should be updated in the next periods. These reports will also be used to feed into the periodic reports for the EC.

The PC will compile all inputs and generate reports per WP that will be verified with the WP leaders. This control action will help understand the project situation (by comparing with the work plans) and apply corrective measures when necessary.

The information received within this internal reporting will be used by the PC as input for the production of a periodical report on the progress of the project to the entire consortium.

ATOS, as coordinator, has prepared two different templates to be compulsorily used by all the partners.

- ▶ TANGO\_IAR\_Template: Interim Activity report
- ▶ TANGO\_FPR\_Template: Financial Project Report

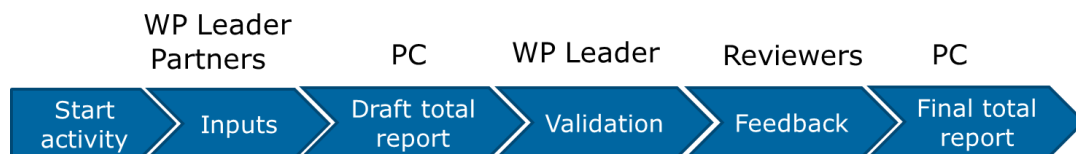


Figure 6: Reporting flow

#### How do we produce the report?

- ▶ **Timeline:** Producing the report takes 2 months, from the request for contributions to the final delivery. Interim reports are produced at the end of every six-months. As an example, for period M1-M6 the report should be ready by the end of M7. Same logic applies for the rest of periods.
- ▶ **The Project Coordinator** provides the templates and request contributions 30 days in advance of the deadline for providing inputs (e.g: end M5 for the first report).
- ▶ **WP leaders** coordinate with partners and provide a summary of the activities and main achievements for the WP.
- ▶ **All partners** provide their efforts in the provided template.
- ▶ **The Project Coordinator** collects reports, produce an integrated draft version and delivery it to WPs leaders approval of activity and partners' PM declaration.
- ▶ **The Project Coordinator** integrates the WP leaders inputs, review them, and produce a final version.

Table 6: Example of Timeline Reporting

	M5	M6	M7
IAR1	PC request inputs covering M1-M6	Partners contributions in terms of PM	15 days after deadline: PC Draft Version
		WP contributions in terms of Activity	By the end of the month: PC Final Version

Within this project, the IARs will be produced according to this schedule:

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Table 7: IARs Schedule

	PERIOD	REQUEST INPUTS	CONTRIBUTIONS	FINAL VERSION
IAR 1	M1-M6	M5	M6	M7
IAR 2	M7-M12	M11	M12	M13
IAR 3	M19-M24	M23	M24	M25
IAR 4	M25-M30	M29	M30	M31

### 4.6.3 Financial Reporting

The financial reporting consists of structured forms (called “Financial Statements”) from the grant management system. Horizon Europe offers an online manual containing all the information relevant for the project execution at administrative and financial level, and specifically all the information related to financial issues, personnel costs calculation and costs’ eligibility. It can be accessed here:

<https://webgate.ec.europa.eu/funding-tenders-opportunities/display/OM/Online+Manual>

For more information on how to provide the information in the European Commission portal, please refer to the section Annex II. Financial statements

### 4.6.4 Budget & Payments

The project coordinator receives from the EC the funds aimed at covering the grant amount to all partners for the performance of the project tasks as stated in the Grant Agreement (GA).

According to the GA Art. 5.1, the maximum financial contribution of the European Commission to the project is 10,444,121.00 €. From this amount, the consortium received at the beginning of the project a prefinancing payment of 7,833,089.95€ that are distributed according to the payment scheme agreed in the CA (Article 7.2).

Moreover, there would be 1 interim payments and a final payment, associated to the EC acceptance of the financial statements:

Table 8: EC Payments

What	Why	When
1st interim payment	Upon EC acceptance of 1st financial statement ( September/2022 – February/2024)	Around Month 23 – June 2024 (depends on EC)
Final payment	Upon EC acceptance of 2nd financial statement ( March/2024 – August 2025)	Around Month 39 – November 2025 (depends on EC)

The project coordinator shall keep project funds in a bank account and will keep records of the balance of available project funds (called “Spot Balance”) at all times. The Spot Balance shall be determined every day incremented by any transfer from the EC received by the project coordinator with respect of any partner or with funds recovered by the project coordinator from any partner and decremented by the transfers made by the project coordinator to any partner.

In particular the following concepts are relevant to the spot balance:

- ▶ Bank Balance: Actual status of the bank funds on the project coordinator side.
- ▶ Payment: Represents the amounts transfer from the EC to the project coordinator.
- ▶ Payment accumulated: Accumulative amount of funds transferred from the project coordinator to partners.

## 5 Quality Assurance

The following section describes the mechanisms that will be used throughout the project in order to ensure the quality level of project outcomes, especially the contractual deliverables.

### 5.1 Document Management Process

#### 5.1.1 Documents language

English is the official language in Horizon Europe projects. Therefore, all the documents must be written in British English, using the appropriate grammar rules and a formal language. Some dissemination material (such as press releases, newsletters, fliers, etc.) can be considered as an exception for this rule and can be translated to other relevant languages for the project.

#### 5.1.2 Documents storage

The project must provide methods for information sharing by using an electronic project repository, accessible to the consortium members, where all the common project information and shareable information will be stored and updated.

A partner within the consortium should be assigned as responsible for the general maintenance of the project repository. Work package leaders are responsible for the document organization of their corresponding work package. Deliverable leaders are responsible of the maintenance of their documents. All partners contributing to a document are responsible of the maintenance of the document according to the guidelines included in this document and the instructions given by the deliverable leader.

The internal structure for the electronic repository can be chosen by the consortium in the best way fitting the project purposes but it should be clear and comprehensible by all partners and designed in a way aiming to facilitate the internal work. It is advisable to name the root folder using the short name of the project and include the following folders (including a sub-folder structure where needed):

- ▶ **Management:** this folder should contain all the administrative documentation such as Consortium Agreement, Grant Agreement, project amendments (if any), project budget, project time-plan and all the support documentation used in the project, including templates, contacts, project meetings, and reference material.
- ▶ **Submitted deliverables:** this folder should contain the deliverables final version sent to the EC (in PDF format and in WORD format).
- ▶ **Meetings:** all the documentations for the general project meetings, such as agendas, minutes, etc.
- ▶ **Work packages:** this folder should contain all the working versions for the project documents, organised in a work package manner, so it should contain at least a sub-folder for each of the work packages of the project. The work package folder organisation is responsibility of the work package leader but it is advisable to include a sub-folder for each of the work package's tasks.

#### 5.1.3 Documents nomenclature

The deliverable leader should name all the deliverables of the project previous to the final version according to the following nomenclature:

*Project\_Dx.y\_Name\_vm.n [suffix]*

Where:

- ▶ Project: project short name, i.e. TANGO.
- ▶ Dx.y: is the deliverable number as defined in the DoA, being x the number of the work package and y the deliverable number within the work package.
- ▶ Name: The name should match exactly with the name for the deliverable as defined in the DoA.
- ▶ vm.nn:
  - m: 0 for the draft versions, 1 for the final version (delivered to the EC).
  - n: consecutive number from 0 to 9. Can be extended to several digits if necessary.

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- ▶ Suffix (optional): can be used to identify intermediate versions or contributions from partners to a draft version (never in a final version) and could include dates, short name of partners, etc.

#### 5.1.4 Bibliographical references

An example of how the bibliographical references must be made can be found in the references section of this document and the deliverable template.

#### 5.1.5 Documents templates

Project documents should be based in the following templates, which should be available in the project electronic repository:

- ▶ yyyyymmdd\_TANGO\_agenda\_template.docx: agenda template in MS Word.
- ▶ yyyyymmdd\_TANGO\_minutes\_template: meeting minutes template in MS Word.
- ▶ TANGO\_Deliverable\_template.docx: deliverable template in MS Word.
- ▶ yyyyymmdd\_TANGO\_ppt\_template.pptx: presentation template in MS Power Point.
- ▶ TANGO\_Internal Review Form\_Dx.y\_template.docx: Deliverable Review Form in MS Word.

Other templates can be produced if necessary.

## 5.2 Quality guidelines on deliverables production

Deliverables shall report the project's results and progress. However, they shall be easy to read and easy to understand by people, who are not familiar with the project. This leads to some trade-off related to the way details are described. Some common overarching principles of the deliverables shall be

- The red thread, the concept and design shall be clear throughout the deliverable.
- The language shall be easy to understand, short sentences are preferred.
- Illustrations and figures should guide readers
- If code samples are used, they should be moved to appendices
- Do not use more than 3 levels if possible

Moreover, the quality of the deliverables will be assessed against specific quality criteria in order to ensure uniformity and consistency in the review process of all deliverables and to ensure the reviewers' clear understanding of and compliance with the process. The criteria, along with the aspects to be investigated, are outlined in Table 9:

Table 9: Deliverable Review - Quality Criteria

Quality Criteria	Description
Clarity	The language of the text is clear (proper sentence structure is used). The text is in English (UK). The text is unambiguous. The terminology, including acronyms, is explained. There are no spelling errors. Any potentially sensitive information is appropriately worded.
Completeness	All aspects of the deliverable, as described in Annex I (Part A) of the GA, are fully addressed .
Accuracy	All factual information used in the deliverable is supported by the respective references.
Added value	The deliverable has scientific and/or policy value, as envisaged by the project. The language of the text is useful to the targeted audience (e.g. scientists, policymakers, etc.).
Relevance	The content is relevant to the scope of the deliverable. The deliverable is relevant to the targeted readers/audience
Compliance	The text is written in line with the deliverable template

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## 5.3 Deliverables review

### 5.3.1 Internal review planning

A proposed assignment of reviewers for the deliverables has been created following the rules specified in Annex I. Internal review planning. Each partner declares interest and the PC then allocates reviewers based on the respective partner's technical expertise and overall availability. The number of deliverables to be reviewed by each consortium partners is subject to the budget and effort share in the project.

### 5.3.2 Roles and responsibilities

The following actors will be engaged in the process for generating, reviewing and assuring quality of deliverables as outlined in Figure 7 illustrating the review process.

**Quality Manager (QM):** The QM, whose role can be framed like that of an Editor of a peer-reviewed scientific journal, will be supervising the quality assurance process, in close contact with the WP leader, the TC and the project coordinator management team.

The QM will have the authority to closely follow the progress in any deliverable on an ad hoc basis.

**Internal Reviewers (IR):** Two internal reviewers will be assigned for reviewing the draft deliverable and approving corrections. A tentative allocation of reviewers for the deliverables has been created following the rules specified in Annex I. Internal review planning.

The reviewers are responsible to thoroughly read the draft deliverable, assess its quality against pre-defined criteria (see Table 9) and provide clear comments for improvement. Review results will be summarized following the TANGO internal review form template (for full naming, see 5.1.5). In addition, tracked changes, e.g. removing typos and comments in the review version of the deliverable may be provided by the reviewers giving more detailed support for correcting the deliverable.

In case, during the review and quality process, the quality of the deliverable is still not deemed to be in line with the standards set nor adequate for submission to the EC services, the two internal reviewers may be invited for one or more revision iterations, until the deliverable is ready for final submission to the EC services.

**Deliverable Responsible:** They allocate tasks to and coordinate the work of the contributors. and are responsible to consolidate the inputs of all contributors into the draft deliverable to be submitted for review and publication. They must address the comments made by the internal reviewers in order to improve the quality of the deliverable. They prepare the Table of Contents (ToC) of the deliverable.

**Deliverable contributors:** They are responsible to draft part of the deliverable, as per the allocation of tasks performed by and deliver their inputs timely to the Deliverable Leader.

**Project Coordination Team (PCT), WP Leader:** The PCT and the WP Leader will be involved in the review process, meaning that they approve the ToC as well as the final deliverable. The latter is a final quality check before the official submission to the Participant Portal assuring that the deliverable complies with the template and that the deliverable is ready to be uploaded, including that the text is free of spelling/grammar/syntactic/semantic errors, as well as of comments, and highlighted text. Other aspects (page numbering and table of contents, figures, tables, etc.) will be also checked.

### 5.3.3 Deliverable review process

Each project deliverable will be quality-reviewed following the process illustrated in Figure 7. All involved roles are responsible to deliver in time of the review schedule.

The process starts with delivering the Table of Content (ToC) of the deliverable by the deliverable responsible for approval by the WP leader, the TM, the QM and the PC. This approval shall be reached 63 days in advance of the deliverable due date.

In a further step a draft deliverable shall be submitted by the WP Leader to the assigned internal reviewers no later than 28 days before due date. The review results of the IRs shall be made available to the deliverable responsible until 21 days before due date giving one week (7 days for corrections). The IRs will check the corrections and comment/approve it until 12 days before submission. Final QA by the WP lead, the TM, the QM and the PC may take up to 5 days facilitating a final deliverable ready for submission 7 days before due date.

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Delays shall be announced as early as possible. In case of deviations mitigation measures shall be proposed by the responsible. The same shall apply in case of quality issues, which cause iterations of corrections.

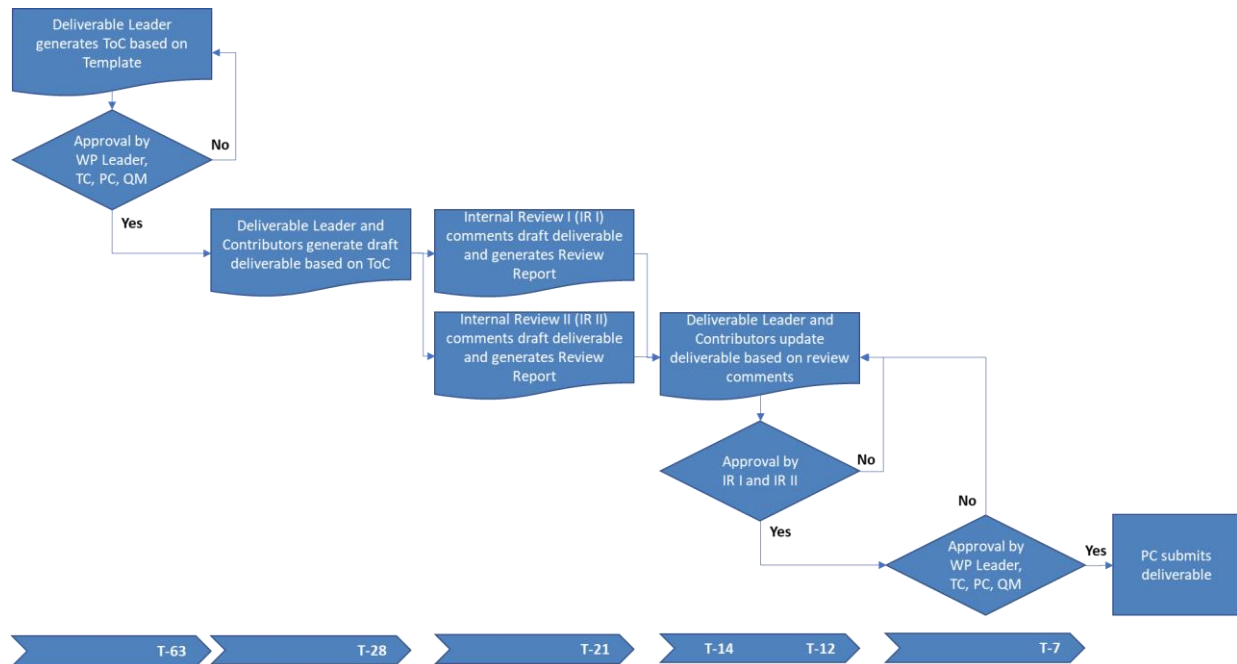


Figure 7 TANGO Review Process

### 5.3.4 Deliverable review process responsibility matrix

In Table 10 the responsibilities in the deliverable review process are listed along the common RACI schema – R: Responsible, A: Accountable, C: Consulting, I: Information

Table 10: Deliverable Review – Responsibility Matrix

Role	ToC	Draft	Review 1	Review 2	Correction	Final QA
Deliverable Leader	R	R	I	I	R	I
Contributors	I	C			C	
WP Leader	C	I				C
TM	C	I				C
QM	C/A	I				R/A
PC	A/C	I				C/A
Internal Reviewer I			R/A		I/A	
Internal Reviewer II				R/A	I/A	



## 6 Risk Management

Risk scenarios are uncertain events or conditions that, if they occur, have a positive or a negative effect on the project outcome. A risk has a cause and, if it occurs, an effect. The risk management process is vital for any project in order to anticipate situations that can affect the normal progress or even put in danger the continuation of the project. This anticipation will provide the TANGO consortium with enough information to take decisions accordingly and act beforehand to minimise the impact of the risks identified.

This section defines how risks associated with the TANGO project will be identified, analysed, and managed. It outlines how risk management activities will be performed, recorded, and monitored throughout the lifecycle of the project and provides templates and practices for recording and prioritizing risks.

### 6.1 Risk Management Process

The TANGO Risk Management Process includes 5 stages of handling risks.



Figure 8 TANGO Risk Management Process

- ▶ **Risk identification** involves discovery of risks. It is a responsibility of all partners to continuously identify risk scenarios using all the project documents, discussions and technologies, the partner's technical expertise and the project execution experience. Risks comprise actions/events which can compromise the schedule, costs, outcomes of the project.
- ▶ **Risk assessment:** A qualitative risk assessment will be performed on a regular basis for each risk. The analysis will involve identifying the impacts and likelihood of occurrence, calculating the risk level and prioritizing the risk for a response plan if the risk falls within the HIGH and SEVERE zones (see Figure 9).
- ▶ **Response planning strategy** is about putting appropriate measures in place dealing with the risk. For each identified risk, one of the following risk mitigation approaches will be selected to address it:
  - **Avoid** – Eliminate the threat by eliminating the cause;
  - **Mitigate** – Identify ways to reduce or limit the likelihood or the impact of the risk;
  - **Accept** – Nothing will be done. This approach is rejected if there are other possibilities;
  - **Transfer** – Make another party responsible for the risk (buy insurance, outsourcing, etc.).
- ▶ **Monitoring & Controlling:** The level of each risk will be tracked and monitored ensuring an adequate risk management throughout the project lifecycle.
- ▶ **Reporting:** The Risk management process includes documenting the risks and their changes during the project. The risks will be reported updating the Risk log and the Risk Management Registry

### 6.2 Plan Risk Management

Every team member has responsibility for managing risks within their own activities. However, given the managing structure of TANGO, the key persons for a timely communication of risks are WP Leaders, who are identified as potential Risk Owners (RO).

Risk identification involves discovery of risks. It is a responsibility of all partners to continuously identify risk scenarios using all the project documents, discussions and technologies, the partner's technical expertise and the project execution experience. Every time a partner identifies a risk, the relevant info has to be communicated to the PCT and the Project Coordinator (PC). Identified risks shall be communicated timely with to the respective WP Leader, with the PCT and the PCT and the Project

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Coordinator must be informed. Risk Identification is a continuous task, all WP Leaders survey monthly the tasks and sub-tasks leaders of their WP to identify new risks or foreseen risks that have happened or may happen. In case of new risk or foreseen risk happening, WP Leaders are responsible for ensuring the risk identified by them is included in the risk register (see section 6.7).

A qualitative Risk Assessment will be performed on a regular basis for each risk with the partner who identified the risk, the Risk Owner, i.e. the WP Leader, the Project Coordination Team (PCT) and if required, with support of other partners and consortium members. A short risk assessment session will be organized within project meetings.

Response Planning involves the PCT, the Risk Owner / WP Leader and the partner responsible to implement resolution actions. The Risk Owner supported by the PCT and any other Consortium member deemed as relevant sets up a risk mitigation strategy. Furthermore the RO is responsible for making sure that the resolution actions are implemented to mitigate the risk and is appointed by the PCT.

Risk monitoring and Control will be performed by the Risk Owner and the partner responsible for the resolution action(s). All risks and resolution plans will be documented in the project risk register during the lifetime of the project.

The Risk Management Process will be documented throughout the project lifecycle. Major tool for reporting will be the Risk Register. The internal document will be continuously (at least every 3 months) updated by the Quality Manager, tracking the risk evolution towards its final conclusion.

Table 11: Risk Management – Responsibility Matrix

RASCI CHART	ROLES				
	QM	PC	WPL	TL	PARTNER
Plan risk management	R	C	C	C	S
Risk identification	A	C	R	C	S
Risk assessment	A	C	R	C	S
Response planning strategy	A	C	R	C	S
Monitor and controlling	A	C	R	C	S
Reporting	R	C	C	C	S

### 6.3 Risk Identification

During the project building phase, a number of possible threats and their mitigation measures were identified. Those were listed in the Risk Management Register to be available in the internal documentation repository of TANGO and to be updated by all partners at least at the end of each reporting period. The following issues shall be considered as tools and techniques for risk identification:

- Analysis of deliverable status
- Analysis of WP schedules and scopes

Regular communications between the WP leaders and the Project Coordination Team will ensure anticipating the risks throughout the project life. Besides, it is the responsibility of each participant to inform the WP leader(s) and the Management Team about new potential risks.

### 6.4 Risk Assessment

All risks identified will be assessed to identify the range of possible project outcomes. Qualification will be used to determine which risks are the top risks to pursue and respond to and which risks can be ignored. The likelihood and impact of occurrence for each identified risk will be assessed by the project manager, with input from the partner who identified the risk and, if required, with support of other partners and consortium members, using the following classification:

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**Probability**

- ▶ High (values 8-10) – greater than 70% probability of occurring;
- ▶ Medium (values 4-7) – between 30% and 70% probability of occurring;
- ▶ Low (values 1-3) – less than 30% probability of occurring

**Impact**

- ▶ High (values 8-10) – Risk that has the potential to greatly impact project cost (>30%), project schedule (>6 months delay) or performance (30%);
- ▶ Medium (values 4-7) – Risk that has the potential to moderately impact project cost, project schedule or performance (between low and high);
- ▶ Low (values 1-3) – Risk that has relatively little impact on cost (<10%), schedule (<3months delay) or performance (5%);

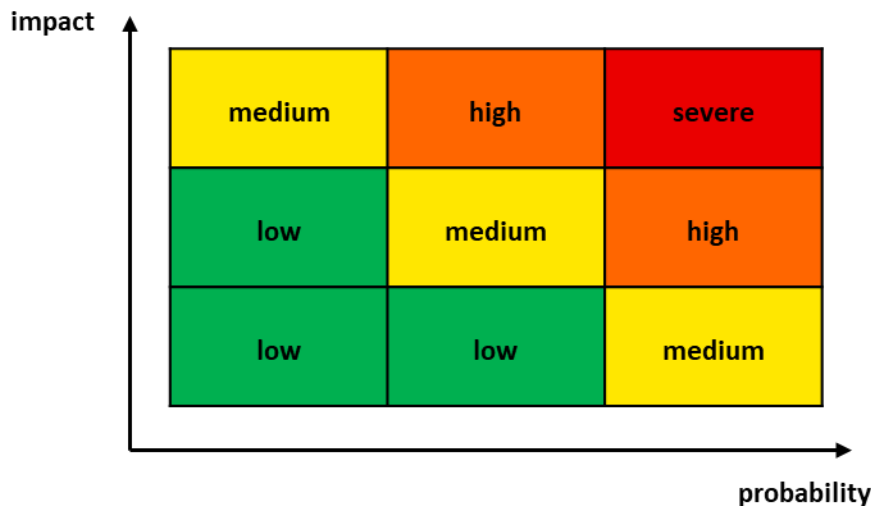


Figure 9 Risk Level

The Qualitative Risk Levels are LOW, MEDIUM, HIGH and SEVERE. They are derived from the matrix of likelihood and impact as shown in Figure 8. Risks that fall within the MEDIUM to SEVERE zones will be prioritized for a response plan.

**6.5 Response Planning Strategy**

The risk response planning strategy presents the strategy to tackle the threats resulting from the risks. It is a contingency plan that assigns the roles and responsibilities and provides a response framework for Risk Owners.

**6.6 Monitoring & Control**

It is the responsibility of all TANGO partners to communicate to the Project Coordinator and the Quality Manager the status and effectiveness of each risk and mitigation plan in order to update the risk management register and assess the relevance of the tools. The Risk Owner will confirm the correct implementation of the risk responses and will check the effectiveness of the response. The risk owner will keep track of the situation and inform the Project Coordinator and the Quality Manager. The risk exposure will be continuously re-evaluated and modified accordingly. The new risks identified by a partner will be analysed as those on the original risk list and added into the register.

## 6.7 Reporting

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The Risk Register (Table 12: Example of TANGO Risk Register) is the core means of documentation of Risks and the Risk Management Process during the project. This Risk Register will be accessible to all members. It contains the sections and items

- ▶ Risk Identification
  - Risk ID: The identification number of the risk
  - Risk Description: The description of the risk. The standard format is suggested “an event will occur if something is done/not done and its impact”
  - WP related: The WP within the risk has been identified
- ▶ Qualitative Rating
  - Probability: probability of occurring (check section 6.4 for more information)
  - Impact: Potential of impacting the project (check section 6.4 for more information)
  - Risk Score: Determined by multiplying probability and impact (scale from 0 to 100).
  - Risk Ranking: Priority of the risk
- ▶ Risk Response
  - Risk Response: Avoid/Mitigate/Accept/Transfer
  - Trigger: Criteria for occurrence
  - Risk Owner: Leader of the related WP
- ▶ Control
  - Risk Materialized: Yes/No
  - Status after Response: Latest status of the risk
  - Overall Status: Open / Closed

The Risk Register is a living document providing the fundament for regular reporting of risks. A risk report shall be part of the PCT meeting at least every 6 months and part of each General Assembly.

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Table 12: Example of TANGO Risk Register

Risk Identification			Qualitative Rating				Risk Response			Control		
Risk ID (R0x)	Risk Description	WP related	Probability	Impact	Risk Score	Risk Ranking	Risk Response (Avoid/Mitigation/Accept/Trasfer)	Trigger	Risk Owner	Risk Materialized Y/N	Status after Response	Overall Status (Open/Closed)
R01	Security requirements for component X have a risk to not be fulfilled as the partner with this knowledge left the consortium just before the kick-off meeting. Without this requirement the project cannot develop the component what will cause a non-achievement of a goal of the project	Wp2	7	10	70	2	Mitigation – in case the risk materialize, partner ZZZ will join the consortium and take charge of the task of developing the security requirements for comp X	By Month 5, there is still no partner in charge of this task that will start at month 6	WP2 Leader	NO		Open

Risk Identification			Qualitative Rating				Risk Response			Control		
R02	Partner X left consortium and it was the only that could perform task Y from DoA. This goal will not be achieved.	Wp5	10	10	100	1	Avoid: Goal will be deleted from the DoA. Amendment agreed with PO.		Project Coordinator	NO		Closed

## 7 Conclusions

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The TANGO project management handbook describes the main procedures of the TANGO consortium in terms of management, structures and methods. It has been created with the main goal of supporting the TANGO consortium and facilitate collaboration among partners, ensure high-quality project's results and guarantee that the European Commission (EC) requirements are met.

The document contains an overview of the project, including a description of the project's workplan and milestones, a description of the project's resources and the project's main bodies.

The quality assurance and risk management processes will allow the TANGO consortium to ensure that the results met the project's final goals fulfilling the quality standards expected by the European Commission.

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## References

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- [1] International Organization for Standardization. "ISO/IEC 27002:2013 Information technology — Security techniques — Code of practice for information security controls".  
<http://www.iso27001security.com/html/27002.html>, retrieved on 29-01-2015.

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## Annexes

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The following annexes are presented below for reference. Please be aware that the content of these annexes is subject to change during the project lifetime.

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## Annex II. Financial statements

At the end of each reporting period, the EC opens a session in the online cost reporting tool (SyGMA). Therefore, the Financial Statement must be submitted electronically via the Participant Portal.

Each partner should:

- fill in the on-line individual Financial Statement (including its third parties, if any) once receiving a notification from the Participant Portal, including an explanation of the use of resources and the information on subcontracting and in-kind contributions provided by third parties, from each beneficiary for the reporting period concerned. This includes a PM breakdown per WP.
- E-sign and submit their Financial Statements to the Coordinator. The signature must be done by the FSIGN

### How do we produce the report?

- Step 1: Access the Participant Portal:
  - ▶ <https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/myarea/projects>

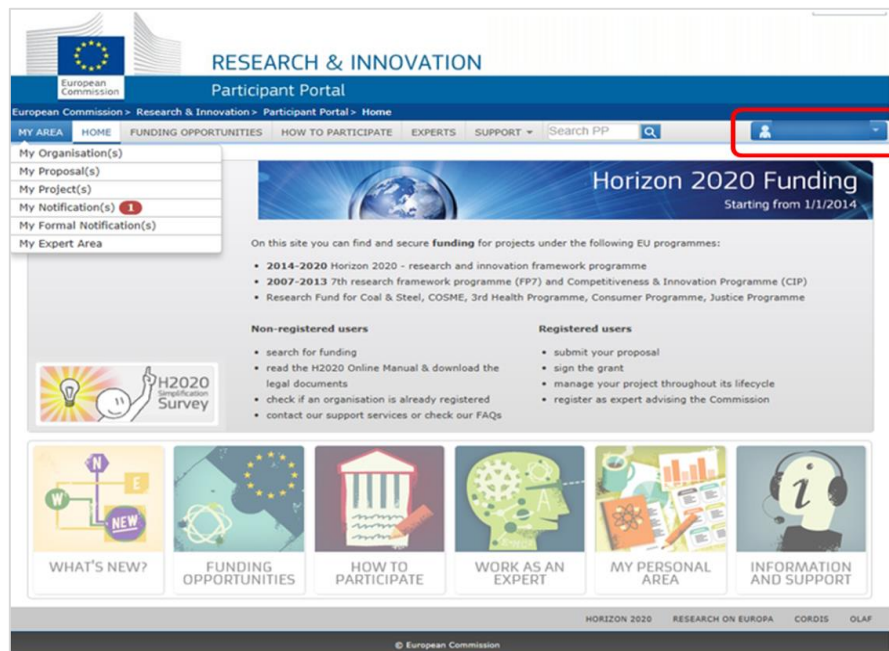


Figure 10 Participant Portal Homepage

- Step 2: Go to “My Projects” section. Then Click on “Actions” button and then click on “Manage Project” so to reach the Participant Portal Grants Management Services.

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H2020	883588	Active	Actions
H2020	824115	Active	Actions
H2020	871754	Active	<ul style="list-style-type: none"> <li>Manage Consortium</li> <li>Manage Project</li> <li>View Proposal</li> <li>Project Results</li> <li>Manage Cascade Funding Calls</li> </ul>
FP7	288383	Active	
FP7	318452	Active	
H2020	723974	Archive	Actions

M 10 ▾

Figure 11 Access to My Projects

- Step 3: Go to the Periodic Reporting Module

Figure 12 Periodic Reporting Module

- Step 4: Access the Financial Statement

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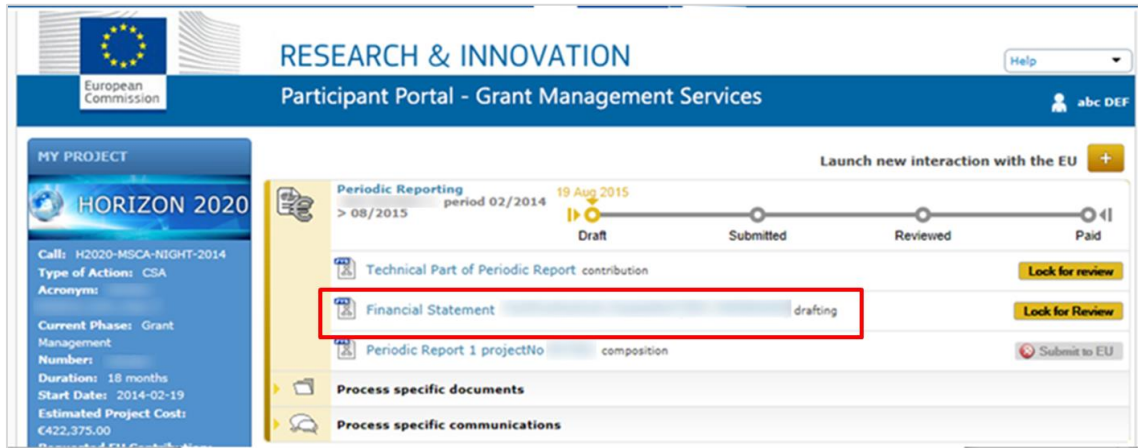


Figure 13 Access to the Financial Statement

- Step 5: Fill in the editable fields. Remember to also complete the Use of Resources section. Include the costs and efforts breakdown per WP:

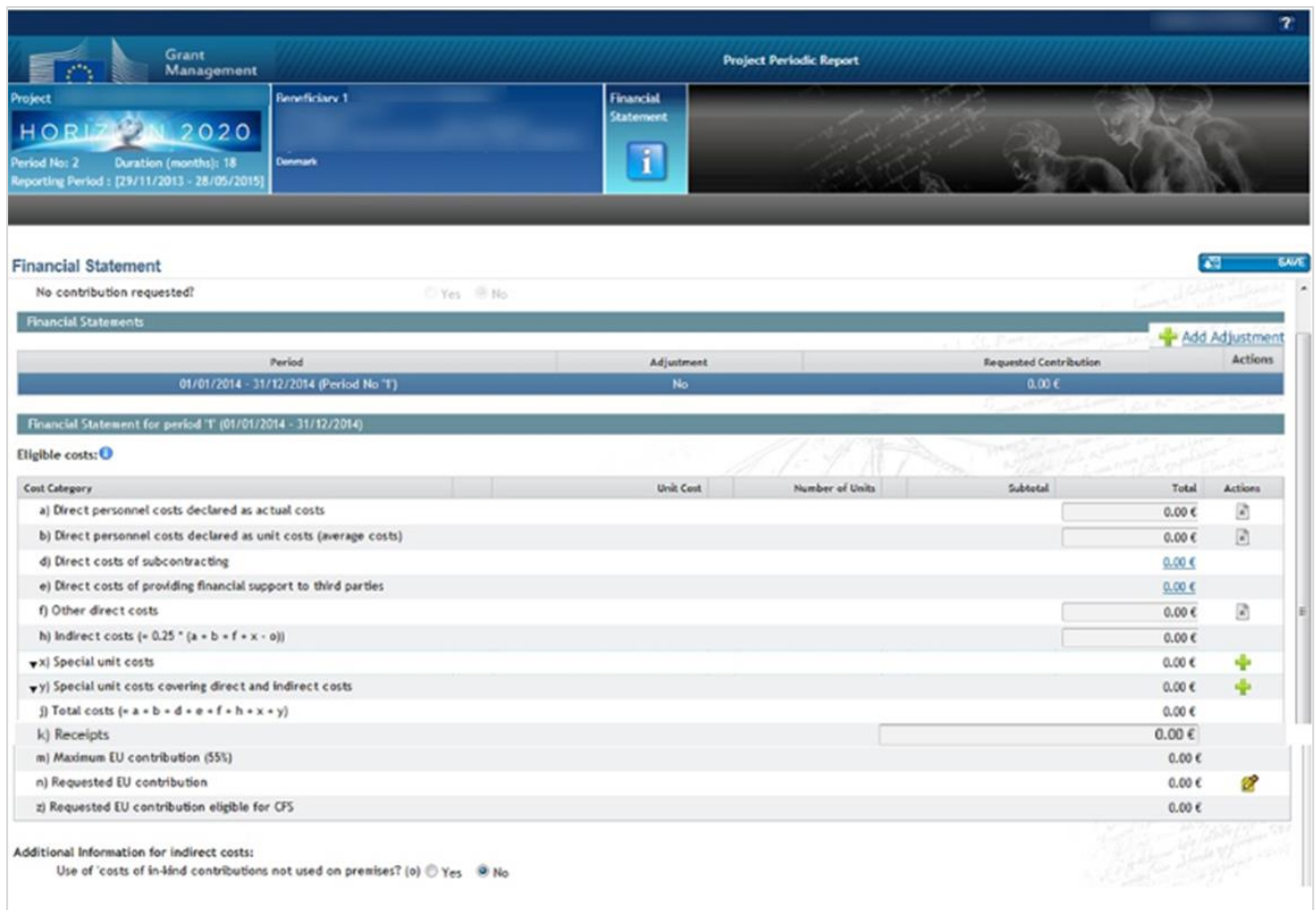


Figure 14 Financial Statements

- Step 6: Fill in the Direct Personnel Costs, including the PM breakdown per WP

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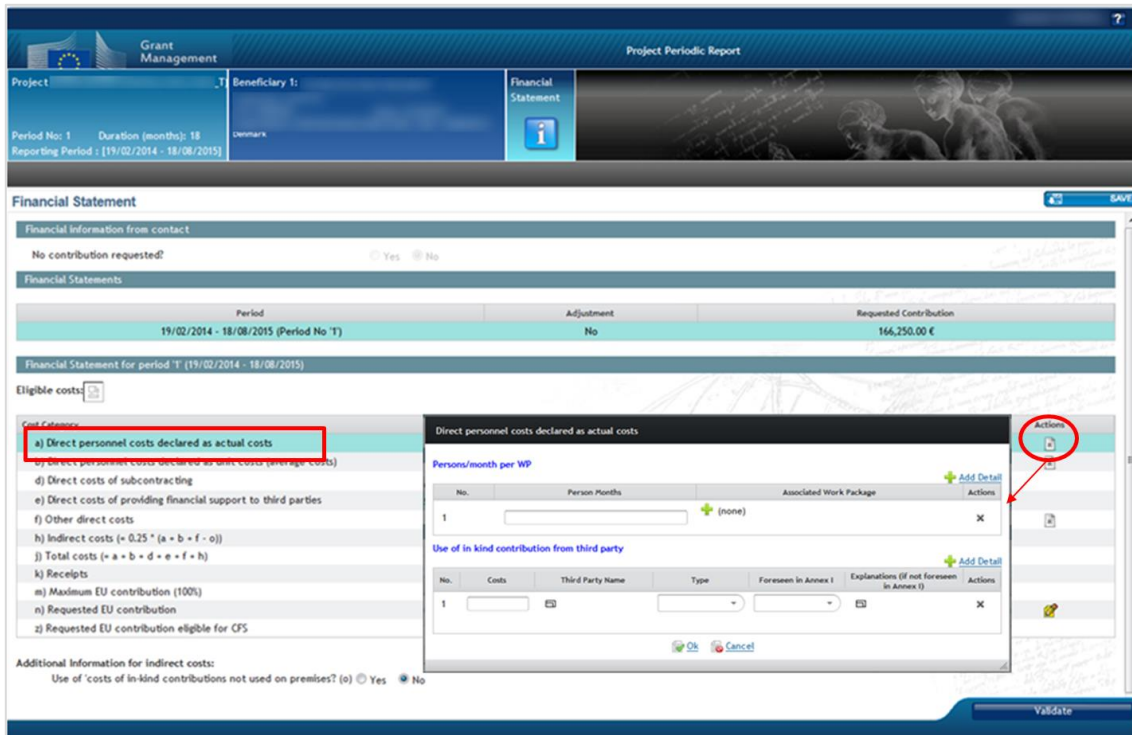


Figure 15 Direct Personnel

- Step 7: Fill in the Other Direct Costs: Travel, equipment, other direct costs

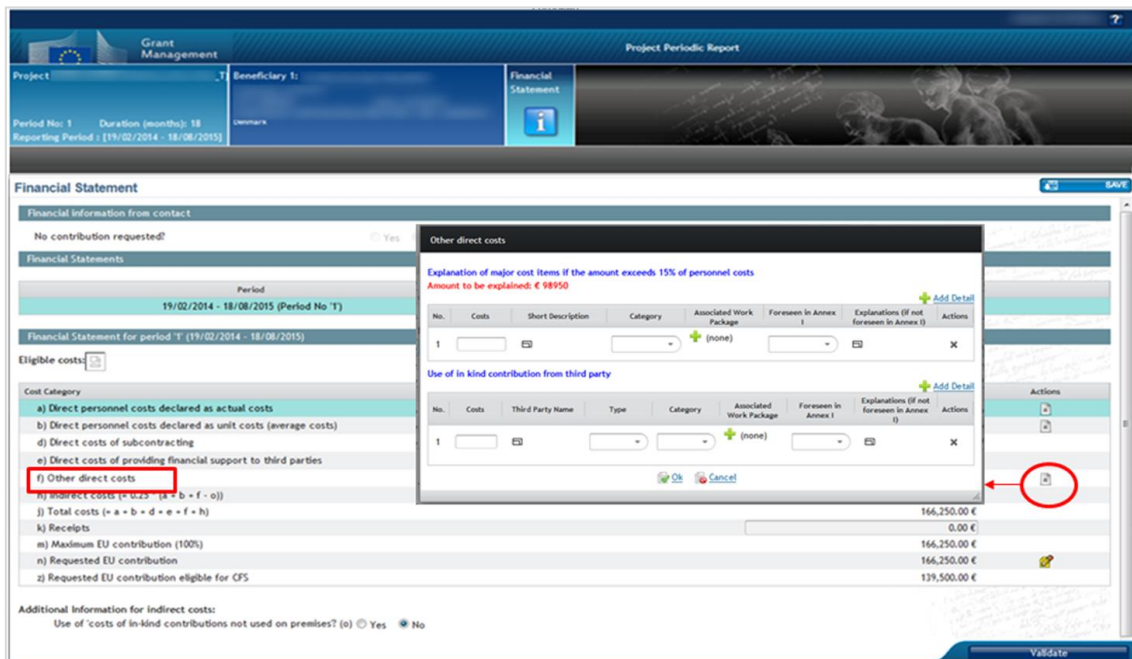


Figure 16 Other Direct Costs

- Step 8: Once filled the financial statement, it should be lock for review. This will grant access to the PM to the data

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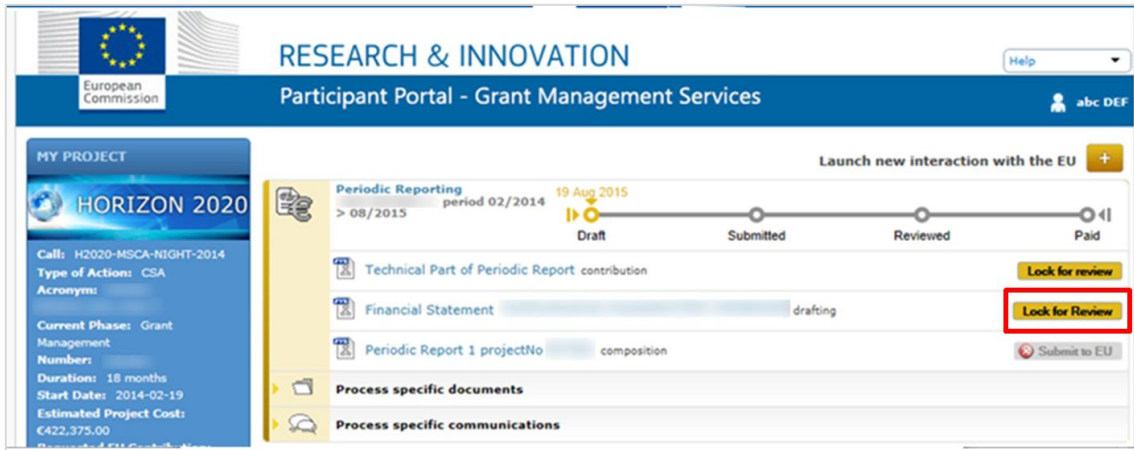


Figure 17 Financial Statement - Lock for review

- Step 9: Once the PM gives you the OK, the FSIGN (Project Financial Signatory) should sign and submit it. Only the users with FSIGN role can do this step.

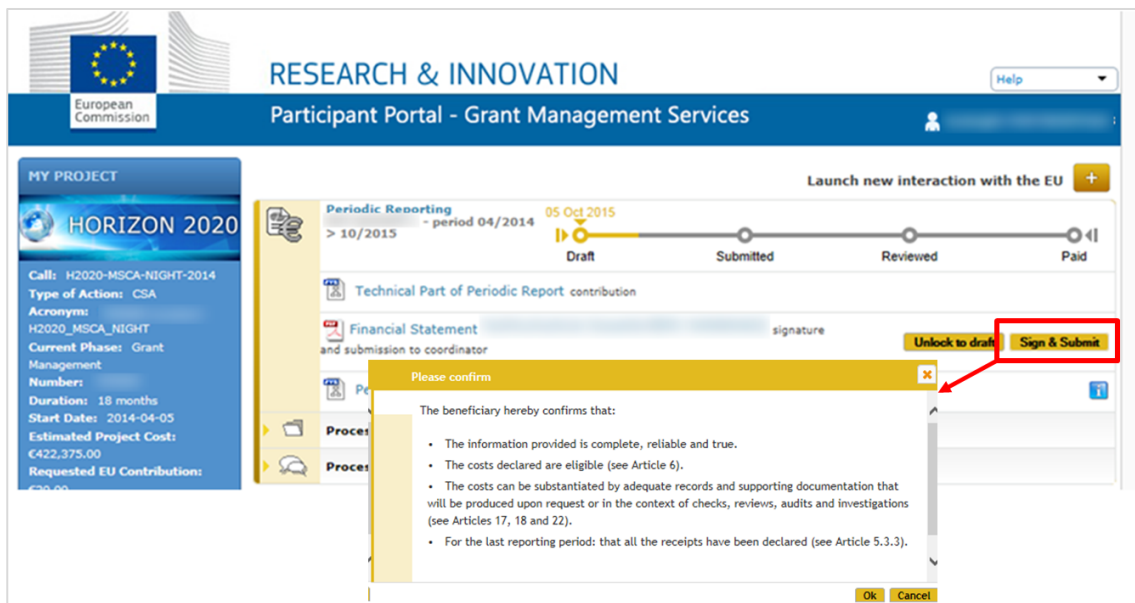


Figure 18 Financial Statement - Sign & Submit

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