

HOPE



Holistic Personal public Eco-mobility



D1.1 Project Manual

Project Acronym	HoPE	
Project Title	Holistic Personal public Eco-mobility	
Project Number	621133	
Work Package	WP1 Project Management	
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Purpose of the Deliverable

The purpose of this deliverable is report the plan for the project describing the detailed assignment of roles, responsibilities and resources, the project timetable, description and assignment of each deliverable to be produced and the project Quality and Risk Management plans including the Quality assurance procedures, delivery and quality audits and Risk management plan and the preliminary contingency plans.

Document History

Version	Date	Comments
Resubmission	18/09/2015	Incorporation of subsection <i>1.3 Contact information of the partners</i>

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Nature:

Report

Dissemination Level:

- PU : Public
- PP : Restricted to other programme participants (including the Commission Services)
- RE : Restricted to a group specified by the consortium (including the Commission Services)
- CO : Confidential, only for members of the consortium (including the Commission Services)

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1. About the project execution

1.1 Objectives of the project

The main purpose of HoPE is to advance the role of public transportation systems through an open platform capable of combining Interoperable Fare Management (IFM) and Intelligent Transport Systems (ITS). The overall platform is intended to be user oriented and user centric, in a way that will foster and promote user awareness and consciousness about public transportation services and eco-mobility, other than providing a significant mix of services including info-mobility features, trip planning, ticket reservation, fare calculation and mobile payments.

The platform that will be deployed and tested at each pilot location will thus foster all these objectives by offering two main set of services:

- **Smart Ticketing:** a flexible and advanced framework in which the different operators involved can join the system by adhering to its technical specifications but without undergoing long and complex administrative processes and/or strict legal agreements.
- **Smart Trip Planning:** offering unprecedented, reliable, and comprehensive user experience. These set of services provide for a *personal travel assistant* devoted to always propose to the traveler the best options available that meet his current needs. This is obtained exploiting and elaborating static and real-time information coming from the transportation network and exploiting several optimization engines and strategies.

A main driver of the HoPE proposal is to address the problems connected with smart mobility and fare management in a unified way. Based on previous projects experiences and results it has been identified that in order to successfully create awareness and achieve substantial changes in the behavior of citizens and passengers a completely comprehensive and novel approach has to be enforced and made available.

Another motivation that further support this vision is that the technology useful to obtain the great advance that we foresee on how public transportation can be exploited and empowered is already available, and many outcomes of previous and current European projects push towards this direction. What is still missing is the proper way to exploit intrinsic and novel synergies, a clever and meaningful integration of the main building blocks, and a flexible way of enforcing policies, strategies, and business models.

The HoPE project aims at promoting the use of public transportation systems and enriching the set of available transportation options with novel services (like bus on demand and dial a ride services). This objective can be achieved within the project by empowering the users with a set of services on how to exploit the transportation network at their best advantage, completed and complemented by the possibility to exploit easy mobile payment solutions based on several standards. A strong focus is also about environmental awareness, energy consumption and carbon emissions monitoring. The role of service providers is also a key aspect in shaping novel ways of

user engagement, for this reason there is the need to provide transport operators and managers with a flexible and effective tool for enforcing pricing and marketing strategies.

1.2 Assignment of roles, responsibilities and resources

1.2.1 Roles

Partners in the consortium are holding four distinct and critical roles for the project:

- **Technology Providers:** Partners CERTH, CTI, KIT, ITA, TML, INH, PLM and SFP are providing different useful technologies for the projects, developed in previous R&D project or as part of the business core experience of the organization.
- **System Integrator:** Atos will be the partner responsible for the entire integration of the components of HOPE platform.
- **Transport Operators:** Three transport operators will participate in HoPE project: OASA from Athens, CCC from Coventry City Council, and MLC from the Basque Country.
- **Business Modelling:** The generation of the business plan and coordination of the exploitation activities will be responsibility of INNOVA.

1.2.2 Work Packages responsibilities and efforts

N°	Title	Lead beneficiary	PMs	Start month	End month
WP1	Project Management and Coordination	PLM	30.00	1	33
WP2	Pilot Analysis and Planning	SFP	74.00	1	12
WP3	Front End Services	PLM	72.00	1	17
WP4	Platform design and prototypes integration	ATOS	93.50	4	30
WP5	Pilot Execution, Monitoring and Evaluation	CTI	158.50	13	33
WP6	Business models and future exploitation	INN	48.00	5	33
WP7	Dissemination	TML	25.00	1	33
Total			501.00		

Table 1: WPs responsibilities and efforts

1.2.3 Partner allocation budget breakdown

PARTNER COST MODEL (EURO)													
	1	2	3	4	5	6	7	8	9	10	11	12	13
PARTICIPANT (abbreviated names)	PLM	INN	CERTH	ATOS	SFP	CTI	TML	CCC	INH	OASA	ITA	MLC	KIT
Country	Spain	Italy	Greece	Spain	Hungary	Greece	Belgium	UK	UK	Greece	Italy	Spain	Germany
Cost model	ICT-PSP	ICT-PSP	ICT-PSP	ICT-PSP	ICT-PSP	ICT-PSP	ICT-PSP	ICT-PSP	ICT-PSP	ICT-PSP	ICT-PSP	ICT-PSP	ICT-PSP
Average man- month rate (personnel) / man- months	3.900	4.800	4.500	5.000	7.000	3.700	7.500	4.400	5.900	4.000	4.500	5.500	5.250
Overhead (flat rate)	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%

SUMMARY OF PARTNER COST BREAKDOWN (EURO)														
WP2 - WP7 ACTIVITIES														
	1	2	3	4	5	6	7	8	9	10	11	12	13	Total
PARTICIPANT (abbreviated names)	PLM	INN	CERTH	ATOS	SFP	CTI	TML	CCC	INH	OASA	ITA	MLC	KIT	
Personnel costs	202.800	163.200	81.000	270.000	280.000	196.100	150.000	74.800	206.500	154.000	175.500	170.500	207.375	2.331.775
Durable Equipment	10.000			20.000	10.000	10.000			20.000	25.000		20.000		115.000
Consumables	2.000						5.000							7.000
Travel & Subsistence	20.000	15.000	15.000	20.000	15.000	20.000	15.000	15.000	20.000	20.000	15.000	15.000	15.000	220.000
Other cost								2.000		4.083		2.000		8.083
Subcontracting										55000				55.000
Overhead costs	60.840,00	48.960,00	24.300,00	81.000,00	84.000,00	58.830,00	45.000,00	22.440,00	61.950,00	46.200,00	52.650,00	51.150,00	62.212,50	699.533
Total	295.640,00	227.160,00	120.300,00	391.000,00	389.000,00	284.930,00	215.000,00	114.240,00	308.450,00	304.283,00	243.150,00	258.650,00	284.587,50	3.436.391
Requested EC funding %	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	
Funding	147.820,00	113.580,00	60.150,00	195.500,00	194.500,00	142.465,00	107.500,00	57.120,00	154.225,00	152.141,50	121.575,00	129.325,00	142.293,75	1.718.195,25

WPI ACTIVITIES														
	1	2	3	4	5	6	7	8	9	10	11	12	13	Total
PARTICIPANT (abbreviated names)	PLM	INN	CERTH	ATOS	SFP	CTI	TML	CCC	INH	OASA	ITA	MLC	KIT	
Personnel costs	105.300	14.400	0	0	0	0	0	0	0	0	0	0	0	119.700
External audit	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Indirect costs	31.590,00	4.320,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	35.910,00
Total costs	136.890,00	18.720,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	155.610,00
Requested EC funding %	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	100%
Funding	68.445,00	9.360,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	77.805,00

OVERALL BUDGET BREAKDOWN SUMMARY (EURO)														
ALL ACTIVITIES														
	1	2	3	4	5	6	7	8	9	10	11	12	13	Total
PARTICIPANT (abbreviated names)	PLM	INN	CERTH	ATOS	SFP	CTI	TML	CCC	INH	OASA	ITA	MLC	KIT	
Overall Costs	432.530,00	245.880,00	120.300,00	391.000,00	389.000,00	284.930,00	215.000,00	114.240,00	308.450,00	304.283,00	243.150,00	258.650,00	284.587,50	3.592.000,50
Requested EC funding %	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50,00%
Overall Funding (Supporting + Management Activities)	216.265,00	122.940,00	60.150,00	195.500,00	194.500,00	142.465,00	107.500,00	57.120,00	154.225,00	152.141,50	121.575,00	129.325,00	142.293,75	1.796.000,25

Table 2: Allocation budget breakdown

1.2.4 Resources allocation per task and partner

OVERALL WP-TASK ACTIVITY BREAKDOWN														
PARTICIPANT (abbreviated names)	1	2	3	4	5	6	7	8	9	10	11	12	13	Total
	PLM	INN	CERTH	ATOS	SFP	CTI	TML	CCC	INH	OASA	ITA	MLC	KIT	
SUP														
WP2 Pilot Analysis and Planning	4.0	2.0	0.0	10.0	13.5	6.0	3.5	4.0	5.5	7.5	8.0	4.0	6.0	74.0
T2.1 Pilot Locations Study and Characterization		0.0		2.0	5.5			2.0	2.0	4.0	2.0	2.0		19.5
T2.2 Definition of Goals and Strategies	2.0	2.0				2.0	1.5	2.0	1.5	2.0	4.0	2.0	2.0	21.0
T2.3 Analysis of previous architectures	2.0			6.0		2.0	2.0							14.0
T2.4 Pilot Execution Planning				2.0	8.0	2.0			2.0	1.5	2.0		2.0	19.5
WP3 Front End Services	19.0	0.0	2.0	1.5	11.0	6.0	0.0	2.0	5.0	4.0	14.0	2.0	5.5	72.0
T3.1 Mobile application	10.0				2.0	3.0			5.0				2.5	22.5
T3.2 e-Ticket issuance & payment function integration concept	4.0				7.0			2.0		4.0	3.0	2.0		22.0
T3.3 Web application	5.0		2.0	1.5	2.0	3.0					11.0		3.0	27.5
WP4 Platform design and prototypes integration	11.0	0.0	9.5	25.0	15.0	9.0	0.0	0.0	0.0	0.0	12.0	0.0	12.0	93.5
T4.1 System Architecture Refinement	3.5			10.0	3.0	1.0					2.0		3.0	22.5
T4.2 Communication Interfaces	2.0		2.0	2.0	8.0	5.0					3.0		3.0	25.0
T4.3 UI and System Integration	3.0		7.5	3.0	2.0	2.0					2.0		3.0	22.5
T4.4 Deployment and refinements	2.5			10.0	2.0	1.0					5.0		3.0	23.5
WP5 Pilot Execution, Monitoring and Evaluation	12.0	10.0	6.0	5.0	0.0	31.5	4.0	10.0	20.0	20.0	4.5	20.0	15.5	158.5
T5.1 Pilot Coordination, Technical Preparation, and training activities	4.0	5.0				11.5	2.0				2.5		3.5	28.5
T5.2 Athens Pilot Execution			2.0			14.0				20.0			8.0	44.0
T5.3 Coventry Pilot Execution								10.0	20.0					30.0
T5.4 Basque Pilot Execution	4.0			5.0								20.0		29.0
T5.5 Pilot Monitoring, data aggregation and evaluation	4.0	5.0	4.0			6.0	2.0				2.0		4.0	27.0
WP6 Business models and future exploitation	3.0	17.0	0.0	12.0	0.0	0.0	4.0	0.0	4.0	4.0	0.0	4.0	0.0	48.0
T6.1 Market Analysis and Stakeholders Identification		5.0					2.0							7.0
T6.2 Business planning	1.5	8.0					2.0		2.0	2.0		2.0		17.5
T6.3 Exploitation Plan	1.5	2.0		6.0					2.0	2.0		2.0		15.5
T6.4 Definition of Management Rules of HoPE IPRs		2.0		6.0										8.0
WP7 Dissemination	3.0	5.0	0.5	0.5	0.5	0.5	8.5	1.0	0.5	3.0	0.5	1.0	0.5	25.0
T7.1 Dissemination Planning and Tools	1.0	2.0	0.5	0.5	0.5	0.5	1.0		0.5		0.5		0.5	7.5
T7.2 Best Practices Identification and HOPE European Network Creation	1.0	2.0					3.0							6.0
T7.3 Dissemination in urban and extra urban Areas Domains							1.5	1.0		3.0		1.0		6.5
T7.4 Liaison with other ICT-PSP Projects and Related Initiatives	1.0	1.0					3.0							5.0
Total	52.0	34.0	18.0	54.0	40.0	53.0	20.0	17.0	35.0	38.5	39.0	31.0	39.5	471.0
MGT														
WP1 Project Management														
T1.1 Overall Project Management, Coordination and Reporting	25.0	0.0												25.0
T1.2 Risk Management and Contingency Plan	2.0													2.0
T1.3 Quality control and Quality management	0.0	3.0												3.0
Total	27.0	3.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	30.0
TOTAL ACTIVITIES	79.0	37.0	18.0	54.0	40.0	53.0	20.0	17.0	35.0	38.5	39.0	31.0	39.5	501.0

Table 3: Resources allocation per task and partner

1.1 Timeline

GANTT		Leader	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30		
WP1 Project Management		PLM																																
T1.1 Overall Project Management, Coordination and Reporting		PLM						D1.2						D1.3						D1.4						D1.5							D1.6	
T1.2 Risk Management and Contingency Plan		PLM			D1.1																													
T1.3 Quality control and Quality management		INN																																
WP2 Pilot Analysis and Planning		SFP																																
T2.1 Pilot Locations Study and Characterization		SFP						D2.1																										
T2.2 Definition of Goals and Strategies		ITA								D2.2																								
T2.3 Analysis of previous architectures		ATOS						D2.3																										
T2.4 Pilot Execution Planning		SFP								D2.4																								
WP3 Front End Services		PLM																																
T3.1 Mobile application		PLM									D3.1																							
T3.2 e-Ticket issuance & payment function integration concept		SFP											D3.2																					
T3.3 Web application		ITA																		D3.3														
WP4 Platform design and prototypes integration		ATOS																																
T4.1 System Architecture Refinement		ATOS														D4.1																		
T4.2 Communication Interfaces		SFP																			D4.2													
T4.3 UI and System Integration		CERTH																			D4.3													
T4.4 Deployment and refinements		ATOS																									D4.4							D4.4
WP5 Pilot Execution, Monitoring and Evaluation		CTI																																
T5.1 Pilot Coordination, Technical Preparation, and training activities		CTI																			D5.1													D5.1
T5.2 Athens Pilot Execution		CTI																									D5.2							D5.2
T5.3 Coventry Pilot Execution		INH																								D5.3								D5.3
T5.4 Basque Pilot Execution		ATOS																								D5.4								D5.4
T5.5 Pilot Monitoring, data aggregation and evaluation		CTI																																D5.5
WP6 Business models e future exploitation		INN																																
T6.1 Market Analysis and Stakeholders Identification		INN								D6.1																								
T6.2 Business planning		INN															D6.2											D6.3						
T6.3 Exploitation Plan		ATOS																																
T6.4 Definition of Management Rules of HoPE IPRs		ATOS																																D6.4
WP7 Dissemination		TML																																
T7.1 Dissemination Planning and Tools		INN		D7.1				D7.3																										
T7.2 Best Practices Identification and HOPE European Network Creation		TML				D7.2																												
T7.3 Dissemination in urban and extra urban Areas Domains		TML												D7.4													D7.4							D7.4
T7.4 Liaison with other ICT-PSP Projects and Related Initiatives		TML																																
		Milestones						M1		M2										M3	M4					M5							M6	

Figure 1 - Timeline

1.2 Deliverables

N°	WP	Title	Lead beneficiary	PMs	Nature	Diss	Del Date
D1.1	WP1	Project Manual	PLM	2	R	PU	3
D1.2	WP1	Quarterly Management Report 1	PLM	2	R	CO	3
D1.3	WP1	Quarterly Management Report 2	PLM	2	R	CO	6
D1.4	WP1	Quarterly Management Report 3	PLM	2	R	CO	9
D1.5	WP1	First annual activity, management and financial progress Report	PLM	4	R	CO	12
D1.6	WP1	Quarterly Management Report 4	PLM	2	R	CO	15
D1.7	WP1	Quarterly Management Report 5	PLM	2	R	CO	18
D1.8	WP1	Quarterly Management Report 6	PLM	2	R	CO	21
D1.9	WP1	Second annual activity, management and financial progress Report	PLM	4	R	CO	24
D1.10	WP1	Quarterly Management Report 7	PLM	2	R	CO	27
D1.11	WP1	Quarterly Management Report 8	PLM	2	R	CO	30
D1.12	WP1	Final project report on activity, management and financial outcome	PLM	4	R	CO	33
D2.1	WP2	Analysis and concept development for the pilot operations	SFP	19.5	R	PU	6
D2.2	WP2	Goals and Strategies for piloting activities	ITA	21	R	CO	8
D2.3	WP2	HoPE Architecture analysis	ATOS	14	R	PU	6
D2.4	WP2	Pilot plan for each pilot location	SFP	19.5	R	PU	12
D3.1.1	WP3	Front end framework. Functional and technical design, including usability mobile application aspects. First Version	PLM	24	R	PU	9
D3.1.2	WP3	Front end framework. Functional and technical design, including usability mobile application aspects. Second Version	ITA	26	R	PU	17
D3.2	WP3	Over the Air ticket issuance and mobile payment functionality concept	SFP	22	R	PU	11
D4.1	WP4	HoPe System Architecture	ATOS	22.5	R	PU	15
D4.2	WP4	Systems Interconnections and Communication Interfaces	SFP	25	R	PU	18
D4.3.1	WP4	HoPe System Integration	CERTH	15.5	P	CO	18
D4.3.2	WP4	HoPe preliminary test	CERTH	7.00	R	PU	18
D4.4.1	WP4	Deployment and Refinement. First version	ATOS	11	P	CO	24
D4.4.2	WP4	Deployment and Refinement. Second version	ATOS	12.5	P	CO	30

N°	WP	Title	Lead beneficiary	PMs	Nature	Diss	Del Date
D5.1.1	WP5	Preliminary Pilot Plans Coordination, Preparation and Training	CTI	14	R	PU	18
D5.1.2	WP5	Final Pilot Plans Coordination, Preparation and Training	CTI	14.5	R	PU	33
D5.2.1	WP5	Pilot Realization Report – Athens. First Version	OASA	22	R	PU	24
D5.2.2	WP5	Pilot Realization Report – Athens. Second Version	OASA	22	R	PU	30
D5.3.1	WP5	Pilot Realization Report – Coventry. First Version	INH	15	R	PU	24
D5.3.2	WP5	Pilot Realization Report – Coventry. Second Version	INH	15	R	PU	30
D5.4.1	WP5	Pilot Realization Report – Basque country. First Version	MLC	14	R	PU	24
D5.4.2	WP5	Pilot Realization Report – Basque country. Second Version	MLC	15	R	PU	30
D5.5	WP5	Pilot Monitoring, Data Gathering and Evaluation Report	CTI	27	R	PU	33
D6.1	WP6	Market Analysis	INN	7	R	PU	9
D6.2	WP6	Preliminary business models analysis	INN	8.5	R	CO	17
D6.3	WP6	Final business and deployment report	INN	9	R	CO	26
D6.4	WP6	Exploitation Plan	ATOS	23.5	R	PU	33
D7.1	WP7	Dissemination plan	INN	5.5	R	CO	2
D7.2	WP7	Project Factsheet	INN	0.5	R	PU	2
D7.3	WP7	Web portal	INN	1.	P	PU	2
D7.4	WP7	Dissemination material	INN	0.5	R	PU	6
D7.5.1	WP7	List of stakeholders and target-group disseminations. First Version	TML	6.5	R	PU	12
D7.5.2	WP7	List of stakeholders and target-group disseminations. Second Version	TML	6	R	PU	24
D7.5.3	WP7	List of stakeholders and target-group disseminations. Third Version	TML	5	R	PU	33
TOTAL				501			

Table 4: Deliverables

1.3 Contact information of the partners

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Alessio Gugliotta	Innova	a.gugliotta@innova-eu.net	(+39) 0640040358	(+39) 3281004847	gialessio
Dionisis Kehagias	CERTH	diok@iti.gr	(+30) 2311 257 716	(+30) 6944477886	dionisis76
Damianos Gavalas	CTI	dgavalas@aegean.gr	(+30) 2106008785	(+30) 6944286356	damianos.gavalas
Christos Zaroliagis	CTI	zaro@ceid.upatras.gr	(+30) 2610 996912	(+30) 6944629550	christos.zaroliagis
			(+30) 2610 960200		
Jason Angelopoulos	OASA	jang@oasa.gr	(+30)2108200981	(+30)6997033135	jason.angelopoulos
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2. Quality Plan

The present section illustrates the project quality processes and procedures that will be applied throughout the project-cycle. Most of this section describes different process procedures through flow diagrams; the legend below illustrates how to read them:

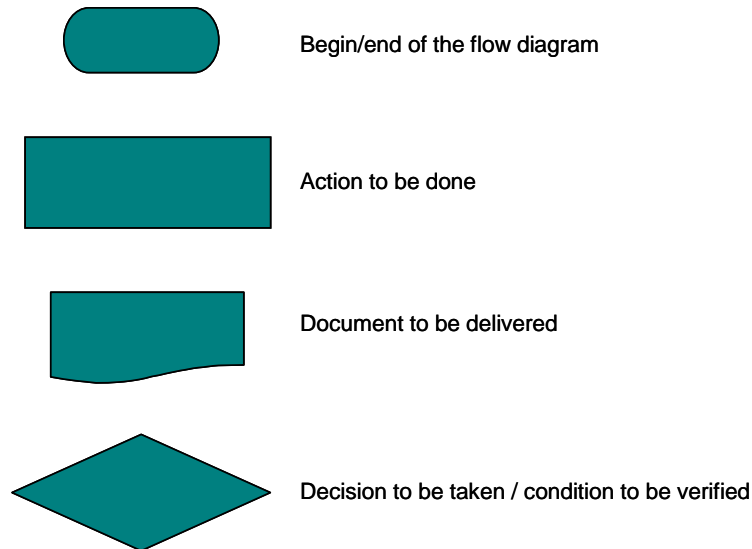


Figure 2 – flow diagrams legend

2.1 Amendment Processes

In general an amendment to an official document (i.e. the Grant Agreement) is a legal act modifying the commitments initially accepted by the parties and which may create new rights or impose new obligations on them, or modifying significant parts of the this document.

The basic document which could need an official amendment to be modified is the Description of Work (DoW). Other requests referring to documents still approved by the EU which need a formal amendment, can be proposed to the Project Coordinator and the Project Officer.

The Project Officer of the European Commission will decide whether an amendment is needed or not, taking into account the “Amendments Guide for FP7 Grant Agreements”.

About the amendment to the DoW, what described in this paragraph should be applied. When the amendment is not needed, the DoW contents can be changed internally and proposed during the review meeting between the Consortium and the European Commission in order to be approved. This case is the same as any other document that represent an official deliverable of the Consortium, so the deliverables review procedures will be followed.

The amendment request process is shown in the figure below.

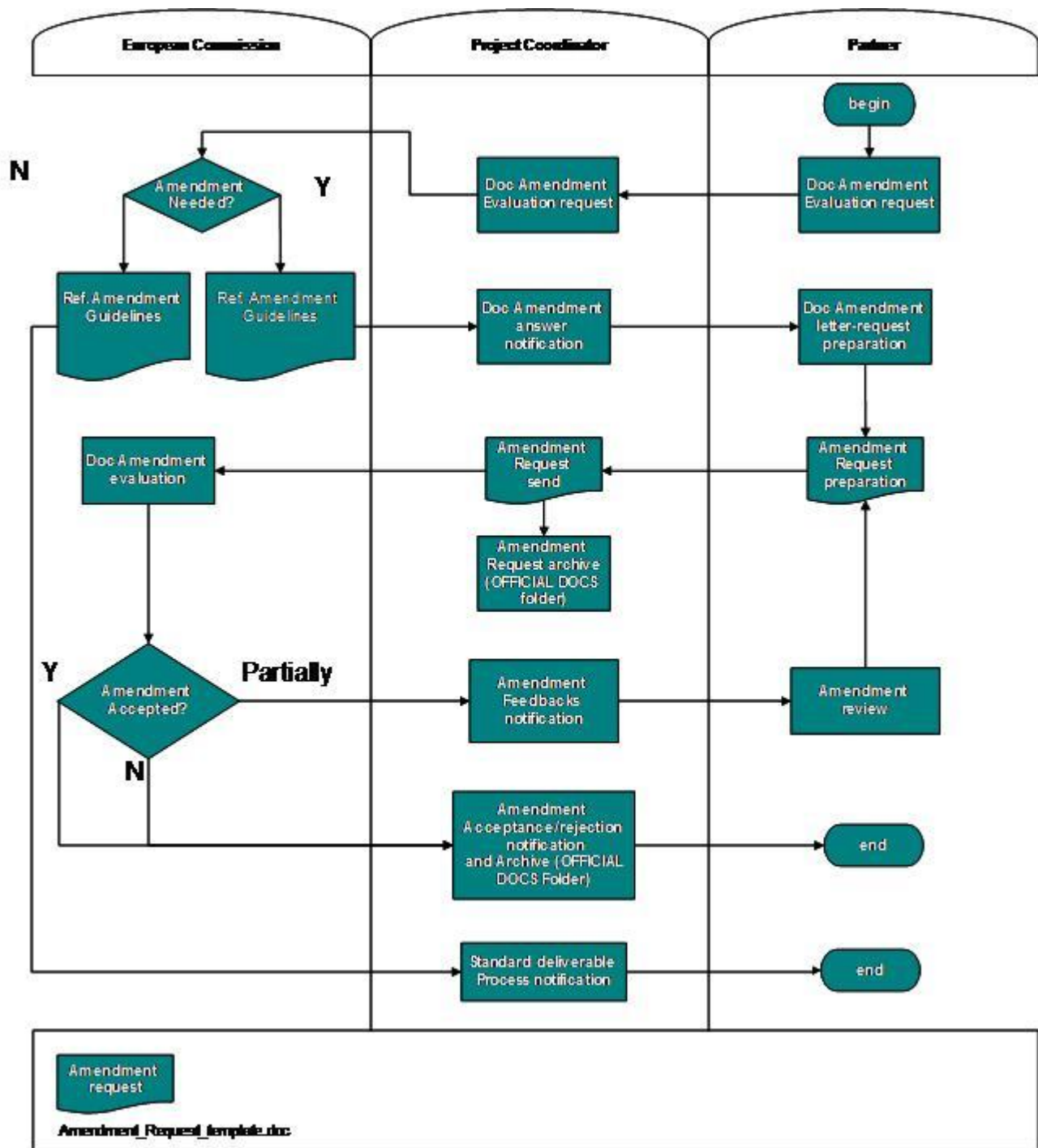


Figure 3 – Amendment request process

2.2 Meeting processes

During a project lifecycle, many meetings take place among any of the project stakeholders and during each project phase. Most of the decision taken during the meetings deeply influence the project, so the appropriate process has to be setup to ensure every involved parties are aware about the project status as well as what are the next steps and who is in charge of them.

There are many kinds of purposes to setup a meeting during a project life-cycle, nevertheless three of them need to be mentioned:

- Management meetings
- Technical meetings

- Review meetings

The *management meetings* take place between the management board components; the management boards are the General Assembly, where the chairman is the Project Coordinator and the entire Consortium is represented through at least one delegate each Partner. The meeting subject regards the management of the project, either to discuss its status, or to confirm/change its scope and expected results and the way to achieve them.

The *technical meetings* take place either between the Technical/Pilot/ Industrial Board components or some of them within each Board.

The different kind of technical meetings have in common the presence of the Technical Coordinator, most of the cases as chairman, but also as participant. In any case it should be aware about the meeting purposes and outcomes.

The meeting subject regards technical discussions and issues; typically a technical solution of a problem or a proposal for it is carried out at the end of the meeting.

The *review meetings* take place between European Commission and the Consortium every year. The Consortium is represented by the Project Coordinator, but also WP Leaders and Partner Responsible will join the meetings, up to the meetings subjects and agendas.

The meeting process can be divided in general three phases:

- the preparation
- the meeting
- the follow-up

As an example, the flow chart below shows the review meeting process. Technical and management meetings follow almost a similar process, the main difference lies on the not direct involvement of EC.

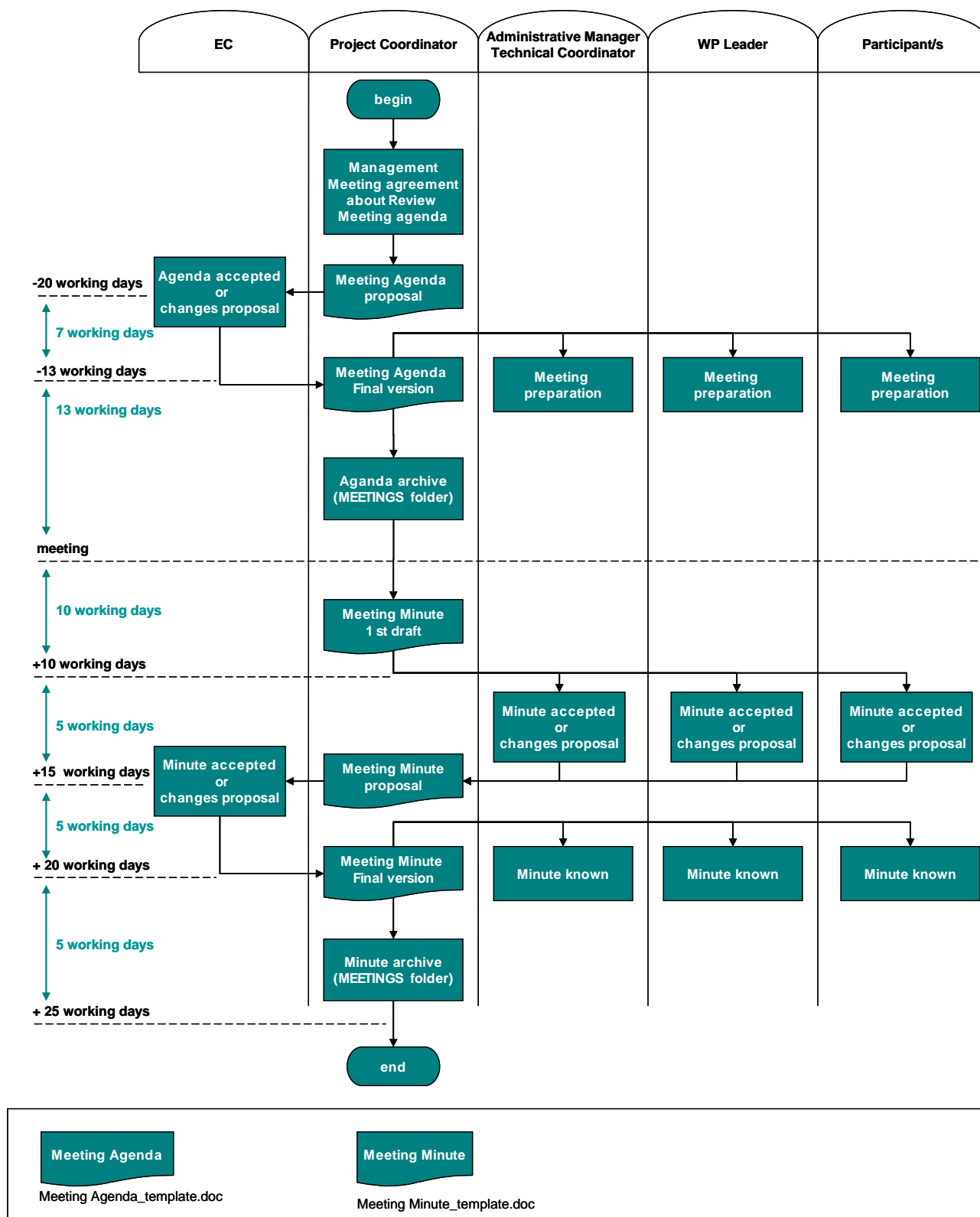


Figure 4 – Review Meeting process

2.3 Reports and deliverables

Every three months each involved partner will report to the WP leader an overview of the work done in respect to the overall WP respective duties, specifying also efforts. The WP leader will verify and monitor the work reported, prepare a quarterly report (integrating the WP’s partners’

input) and send it to the PC and AM, who shall approve. Then PC will merge all the WP's QMR (Quarterly Management Report) and deliver the project QMR, where all the deliverables that have been submitted, meetings and dissemination initiatives performed in the reporting period are mentioned. Finally the PC sends the document to the European Commission.

The annual activity, management and financial progress Reports will be delivered at M12, M24. They provide an overview, including a publishable summary, of the progress of work towards the objectives of the project, including achievements and attainment of any Milestones and Deliverables identified in DoW. Moreover those reports include details on resources employment (each partner), and a financial statement reporting the eligible costs incurred for the project in the period (each partner). At M33 will be delivered the *DI.12 - Final project report on activity, management and financial outcome*.

2.4 Delivery Processes

2.4.1 Structure of deliverables

The project documents include six parts described as follows:

- Part I - Cover Page, it contains the information as regards the deliverable, name, version, author, submission date, etc. Partners are requested to fill in the front page ensuring that all the information is correctly provided, particularly those appearing in the contract. Besides, include the information for dissemination level of the deliverable.
- Part II - Purpose of the Deliverable, the Purpose of the Deliverable contains enough information for the readers to become acquainted with the full document without reading it and should be 1 to 2 pages. This should include a summary description of the results of the work carried out and conclusions giving recommendations and highlighting the contribution of the results.
- Part III -Document History, table reporting the changes made when delivering a new version of the document should be provided. For each version, the author(s) and the related unit, the date, the status of the document and a short description of the changes made are reported.
- Part IV - Table of contents, an index of the deliverable contents should be provided.
- Part V - Deliverable content, this will include the main sections of the deliverable, and shall be the deliverable body or substance and should include a description of the introduction, technical remarks and the specification of the deliverables. Also, the methodology used, the work done to achieve the relevant tasks and the detailed results. Besides, it will include a conclusion and the references used for the production of the deliverable.
- Part VI – Annexes, the annexes will include all information that is relevant to the deliverable with the aim of clarifying the report, that is, all relevant and additional information.

The “HoPE_Deliverable_Template.doc” document implements what described above and can be found annexed to this document.

2.4.2 Deliverables production

The deliverables production process is shown in the figure below. Every project deliverable has been assigned to a Consortium Partner at the beginning of the project; the WT2 table in the DoW described the budget allocation for each deliverable, together with the responsible Partner. The explanations about how to read the flows (that is the kind of templates to be used) are shown in the figure's footer.

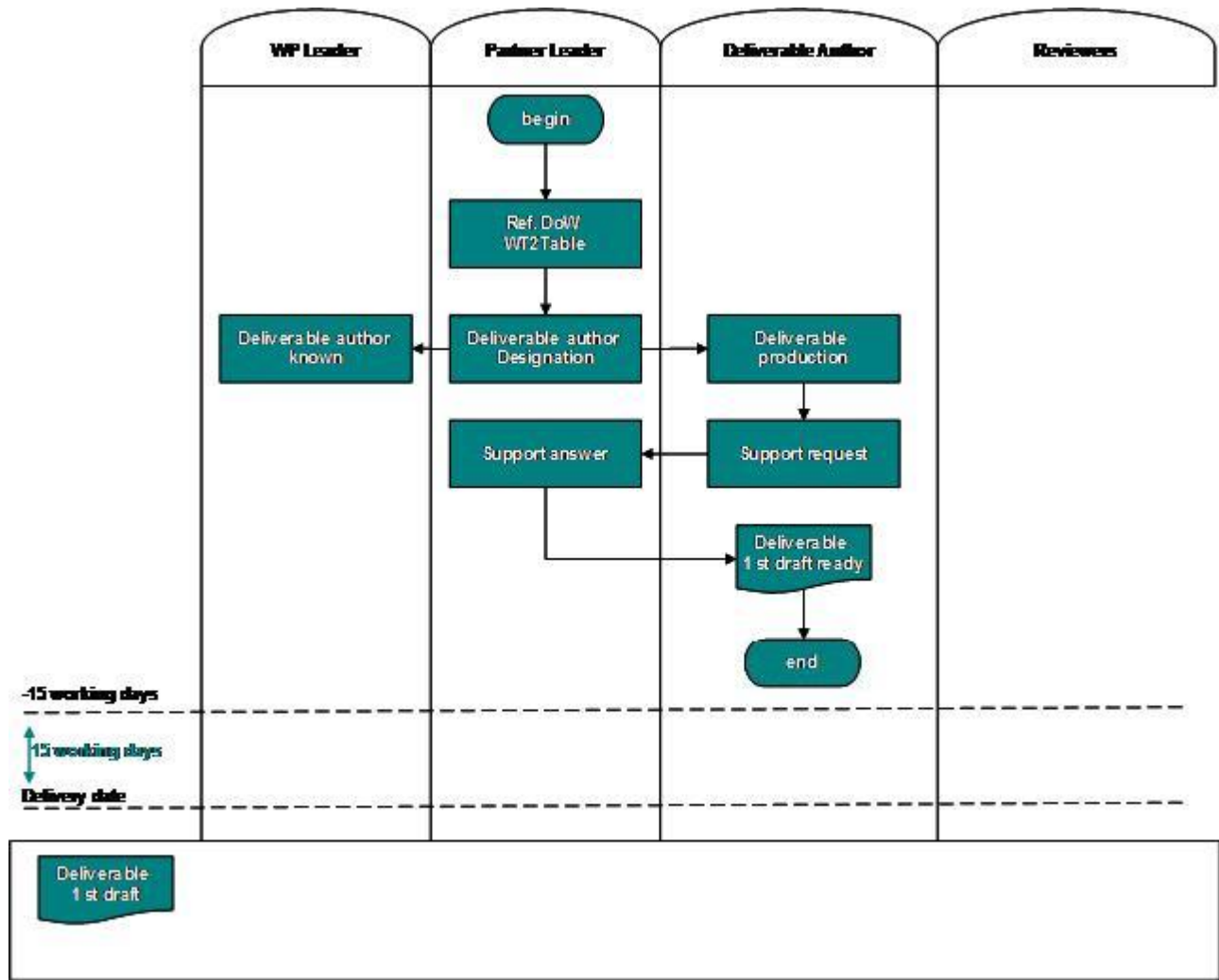


Figure 5 – Deliverables production process

2.4.3 Deliverables review

The deliverables review process is shown in the figure below. The explanations about how to read the flows (that is the kind of templates to be used) are shown in the figure’s footer.

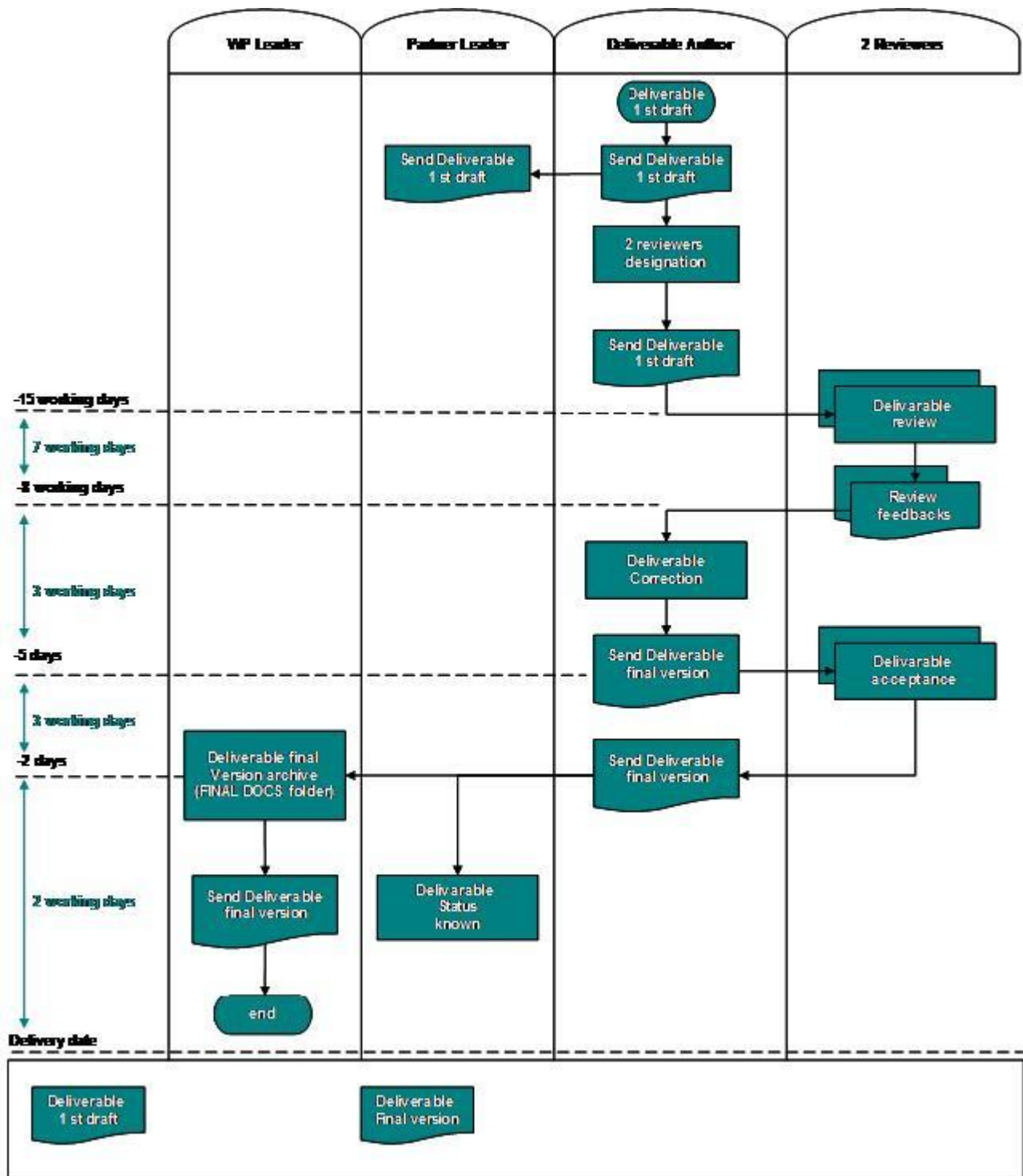


Figure 6 – Deliverables review process

After the final version of the document is delivered the Project Coordinator will submit the final deliverable version to the EC.

The management deliverables (mostly quarterly reports) will be sent to all partners for revision.

The appointment of 2 reviewers will be done by the author of the deliverable and the coordinator.

2.5 Resources Consumption

Every three months, each partner will produce a Quarterly Management Report, in order to report the consumption of the resources in the previous three months. This report is not binding and will report

personnel resources consumption (in PMs), travel expenditures and other costs. This report will provide an estimation of the consumed resources and by no means will replace the annual financial reporting requested by the E.C.

2.5.1 Expenses Audit

The budget auditing process from European Commission is shown in the figure below.

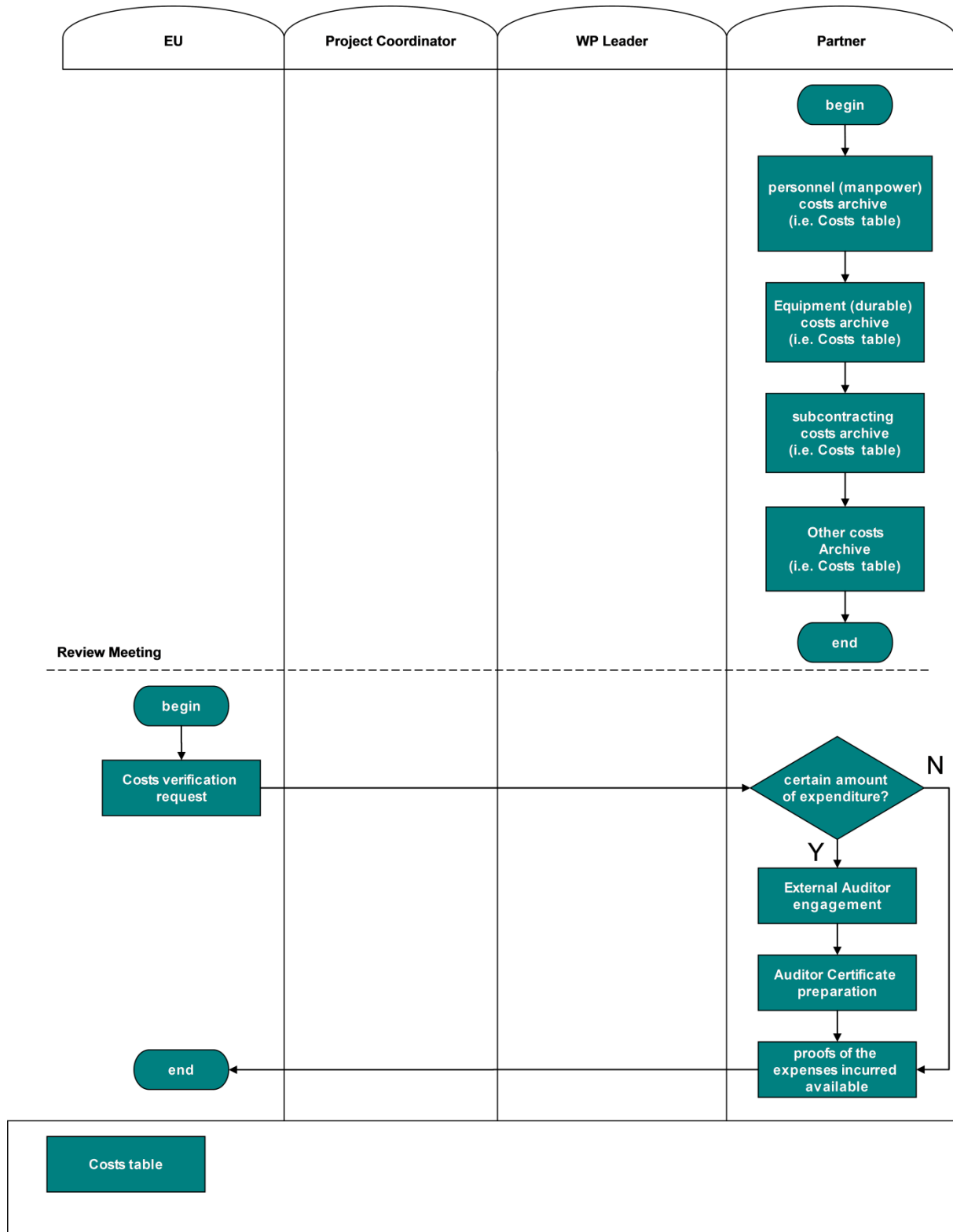


Figure 7 – Budget Consumption process

2.6 Quality Control of the Project and Standards & Tools

2.6.1 Standards for exchanging files

The files exchanged by e-mail will be zipped and protected with passwords.

In case the standard passwords won't be used, the actual ones need to be agreed case by case between Consortium partners will exchange protected zipped files.

Consortium has got its own and dedicated document repository; this repository can be accessed only by Consortium Members who requested a personal user account to WP1 Leader (or the repository administrator/s he will delegate).

Once received the user account, the Consortium member will be able to access the project repository and upload the file needs to be shared/exchanged with other project members.

Once uploaded, the WP1 Leader (or the repository administrator/s he will delegate) will approve the file, which will be visible to all other project members, which will be able to download it.

This way every file can be exchanged over Internet between Consortium members with secure procedure.

2.6.2 Standards on Bibliography

Every deliverable document produced by the Consortium will refer/cite/mention any other document will contain the proper Bibliography section, where all the reference documents will be listed. For each of the reference documents, the following details will be required:

Author: Surname, N. (year). Title, Publisher, reference.

The bibliography will be placed at the end of the deliverables documents, before annexes part that will be the last one.

2.6.3 General communication rules and tools

2.6.4.1 Electronic mails

The Consortium member contact details are available in the Project repository (a ProjectPier deployment provided by Planet Media) and accessible to all the partners.

The following distribution lists are available for consortium internal use:

- hope@planetmedia.es: General list

List of subscribers

a.gugliotta at innova-eu.net

acongiusta at gmail.com

andrzej.bargiela at nottingham.ac.uk

aristotelisp at oasa.gr

attanasio at itacatech.it

dgavalas at aegean.gr

dimitrios.tzouvaras at iti.gr

diok at iti.gr

evtim.peytchev at gmail.com

evtim.peytchev at ntlworld.com

francesco.mari at unical.it

francesco.santoro.00 at gmail.com

fzubillaga at mlcluster.com

german.herrero at atos.net

gonzalo.perezr at atos.net
griet at tmleuven.be
guccione at itacatech.it
jang at oasa.gr
javier.garcia at atos.net
julian.dibbelt at kit.edu
julie.newman at coventry.gov.uk
kontog at cs.uoi.gr
lilian.beckert at kit.edu
lorena.bourg at planetmedia.es
marton at safepaysys.com
moritz.baum at kit.edu
napoleonv at oasa.gr
nrojas at mlcluster.com
o.summaria at innova-eu.net
pantziou at teiath.gr
papa at civil.auth.gr
rob.parkes at coventry.gov.uk
spapagianni at oasa.gr
stavropu at cti.gr
sunil.budhdeo at coventry.gov.uk
sven.maerivoet at tmleuven.be
sven at tmleuven.be
veerle at tmleuven.be
vilmos at safepaysys.com
zaro at ceid.upatras.gr

- wpX-hope@planetmedia.es: Mailing list per WP.

Administrators of the lists:

WP1: Lorena Bourg – Planet Media
WP2: Andras Vilmos – Safepay
WP3: Lorena Bourg – Planet Media
WP4: Javier García – Gonzalo Pérez– ATOS
WP5: Christos Zaroliagis - Damianos Gavalas - CTI
WP6: Osvaldo Summaria – INNOVA
WP7: Sven Maerivoet TM Leuven

2.6.4.2 Videoconferences and Teleconferences

Conference call chairmans will be responsible to setup the proper bridge both for the videoconference and the teleconference.

The details and the procedure on how to connect to them will be sent by conference calls chairman together with the conferences invitation and agenda.

2.6.4.3 HoPE Portal

The project HoPE description is on the web at the url:

<http://hope-eu-project.eu>

It is organized by a simple and schematic structure: list of main topics (events, public deliverables, partners, new, etc,...) are easily navigable by tabs on the top of web page.

The portal is the main dissemination tool used by the Consortium, so it is managed within WP7; furthermore it was the first deliverable of this WP, the D7.3.

For this reason, the WP7 Leader is in charge to maintain the web portal and to update it by uploading the new contents the Partners will ask him to publish.

All documents to be uploaded into the web portal will be submitted by the Partners to the WP7 Leader and classified according to the defined folder structure. When not explicitly specified, the documents naming will include a representative name of the content, the partner responsible name and the date of the document.

2.6.4.4 HoPE repository

ProjectPier 0.8.8 is a web environment used by repository project to share information between the Consortium Partners; it is available at the URL:

<http://hope.planetmedia.es/>

It provides documents repository functionalities to exchange deliverables preliminary drafts and any other documents of interest for the project; it provides also web 2.0 features, so it includes also a blog functionality and a WIKI, with the aim of creating a common content to be exploited by the own authors and others. In HoPE context, ProjectPier 0.8.8 is being used to communicate common information among consortium partners, to manage the internal organizational WP work (meetings, audio-conferences, events, etc), to collect inputs for deliverable authoring, to foster discussions around shared information, as minutes repository of previous discussions, etc.

The WP1 Leader is in charge to maintain ProjectPier 0.8.8. Each member of any Consortium Partners will have a user account; it will allow the member to:

- access the tool
- view/download the contents
- upload new contents
- contribute to already opened discussions
- create new discussions

These users' privileges make ProjectPier 0.8.8 tool a bit different from the web portal, allowing users to directly contribute to the documentation repository.

Hope Repository Calendar View

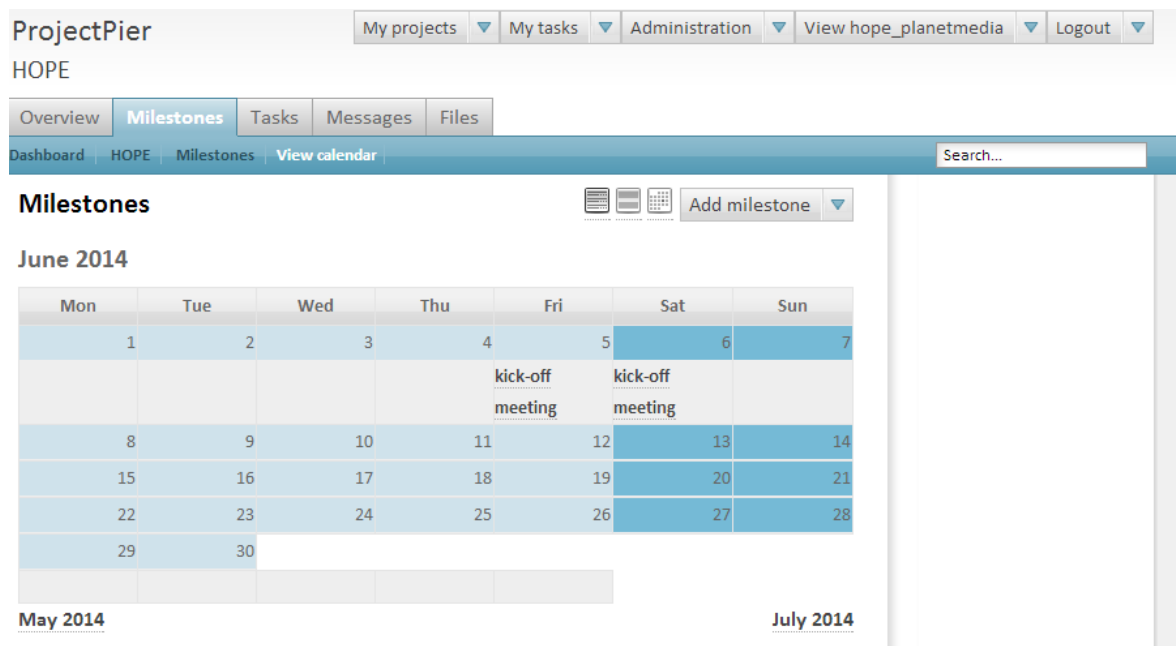


Figure 8 - HoPE repository Calendar View

Hope Repository Files Structure

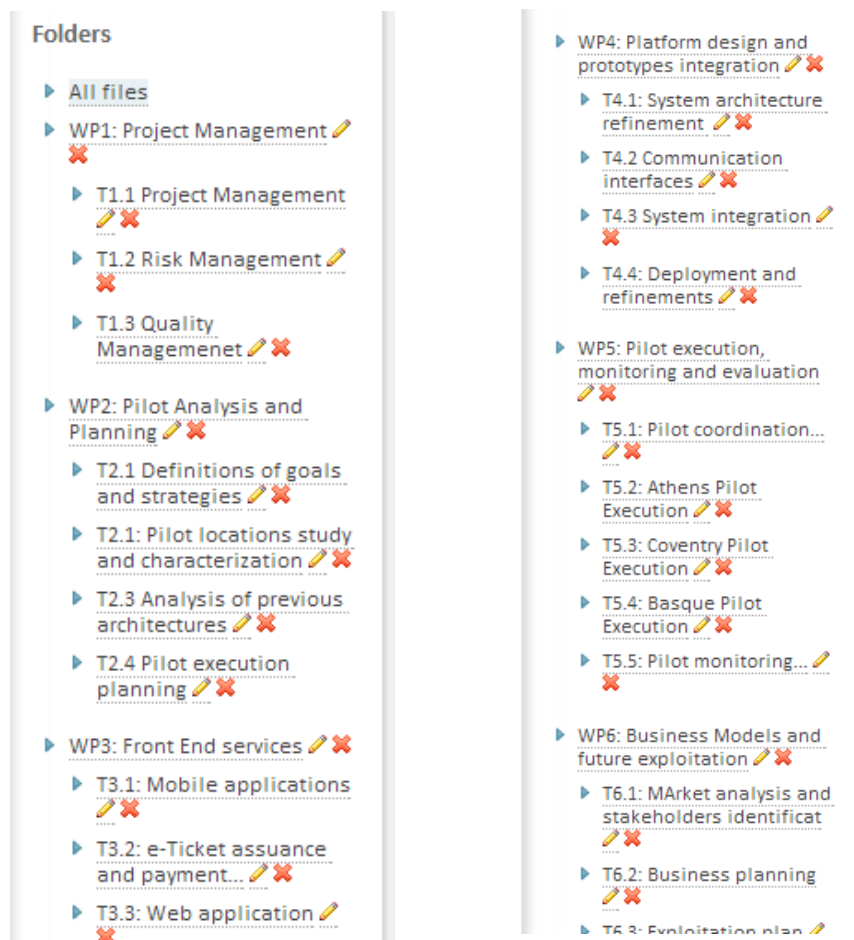


Figure 9 - HoPE repository files structure

3. Risk Management plan

In the following table we introduce the risks that have identified so far at his stage of the project and the contingency plans associated to them.

Description of possible risk	Impact	Probability of occurrence (low, medium, high)	Remedial Actions
(WP1) Failure to coordinate and follow up on project progress and work plan, resulting in delays and failed tasks.	High	Low	A strong management structure has been established including control measures such as monthly (or more frequently when required) teleconferences, and/or face-to-face meetings in order to assure progress according to work plan.
(WP1) Partner cost – under spending / over spending	Moderate	Medium	Use of precise cost control mechanisms at each partner and effective reporting periods that allow for tighter control of partner spending and subsequent coordination of its activities.
(WP1) Opt-out of a consortium member	Medium	Low	Continuous consultations and progress reviews for high quality communication within the consortium will be established, with clear conflict resolution procedures as described in “Risk Management and Project Re-Planning” section. The consortium is of sufficient strength and diversity for other partners to replace if required.
(WP1) Low user involvement	High	Low	Great emphasis will be put on justification activities including involvement of users from the beginning of the project.
(WP1) Loss of key technical staff at key times creating delays or issues with delivery of data.	Medium	Low	If key staff leaves the project then alternatives will be found from within the consortium, replacing as best as possible those lost resources.
(WP2/WP4) Proprietary legacy environment makes extension of services and integration difficult	Medium	Medium	Alternative solutions will be elaborated which will rely less on the legacy environment but still will provide seamless user experience.
(WP2/WP5) Cultural and social acceptance of the platform and its services	Medium	Medium	More dissemination actions will be undertaken with special emphasis on platform’s usage and platform’s

			benefits targeted on citizens and potential end users. Key efforts are being set up to define a market driven exploitation and deployment strategy. These activities will be informed by ongoing market and technology watch initiatives.
(WP2/WP5) The approach proves to be unpopular with potential users	Low	Low	The involvement of end-users and the proactive and user-centric approach will allow an early identification of any barriers that will be addressed through dissemination.
(WP3) Inconsistency in mobile app robustness due to poor 3G power signal conditions	Low	Medium	Local data persistency components must be included on mobile system in order to hold critical data when signal goes down or is completely lost. Communicating processes must be recovered from the previous point and not meaning a decrease of Quality of Service for final user.
(WP3) GPS coordinates not available at mobile device in certain places (physical obstacles).	Low	Medium	Local mobile system must be able to store last registered GPS coordinates in case GPS system is not reachable. Those will be used for calculating and addressing specific services. Once GPS communication is recovered a comparison algorithm could be implemented in order to check previous executed orders.
(WP4) The material regarding the projects involved such as eCompass and Modum is not running properly yet.	High	Low	The application will not have a whole efficient route planning functionality to provide the users.
Greek PPP for e-ticketing is delayed,	High	Low	As a contingency plan, in case that the complete e-ticketing system of OASA would not be in full operation on time in the city of Athens, we shall deploy a smaller-scale pilot using a particular means of transportation (e.g., the fleet of tram vehicles), or even a pilot assessment of the e-ticketing prototype services on a few selected lines of public transport.
Eventual unavailability on time of eCompass and	High	Low	Both projects are already in an advanced phase where prototype services are currently implemented,

Modum prototypes			experimentally tested and fine-tuned. Additionally, most of these services will have been thoroughly assessed via the extensive pilot plans that will be conducted by the end of the two projects.
(WP4) The APIs are not well defined	Medium	Low	Redefine the APIs description to enhance a better communication experience between the systems involved.
(WP4) The reference architecture does not fit the project aims.	Medium	Low	To adapt the reference architecture to cover the project needs.
(WP4) Delays in the iteration of the refinement process	Medium	Low	The application will not have the whole functionalities as efficient as they should be.
(WP5) Technical failure of complete project	High	Low	The project is well established from the partners' competencies and the work package and tasks structure in order to fulfill the objectives stated. Furthermore, the principal system architecture/pilot is based on previous developed services/products, which will grant the success of the project even in the very unlikely case that the deployment for one of the tool/service shall not lead to the envisaged level of success.
(WP5) Temporal data unavailability at the operational phase of the pilots	High	Medium	HoPE adopts at the design phase of the pilots well established architectures, such as cloud computing assets, to support the knowledge bases providing traffic-related information to the tested services, which assure elasticity, scalability as well as the maximum possible availability and QoS.
(WP5) Not sufficient number of users is found for the realisation of pilots.	High	Low	In addition to recruiting a large number of users from the involved municipalities (e.g., employees, user fora), the developed applications can also be freely available for a certain number of volunteers, during the pilot cases deployment. This is expected to increase motivation for the use of the provided applications.
(WP5) A poor match between	Medium	Low	Upon occurrence, end-users will be

user requirements priorities and the pragmatics of technical processes & limitations.			consulted about essential changes in the technical specifications that might be In conflict with initial functional requirements. The long duration of the pilots allows for customization of certain service functionalities to the particular user needs,
(WP6) Business model not adequate for the project	Low	High	Business modelling activity will identify multiple possible deployment strategies. The preliminary business model will be assessed (including consultations with stakeholders) and necessary corrective actions implemented for the final business model.
(WP6) HoPe produces interesting but not exploitable results.	Low	High	The exploitation strategy has been devised in order to also drive/advise technical partners. Market analysis will be issued early and then regularly updated. Business model will also provide insights for the final prototype of the platform. Then partners will actively participate to the final project exploitation plans, establishing their brand names and profit from the technological breakthroughs.
(WP6, WP7) Failure to widely expose the project results to stakeholders	Low	High	A strong consortium comprising world leaders in their expertise and good support relationships among research partners and industrial partners will guarantee the exposure of the project to potential stakeholders
(WP7) The dissemination plan is inefficient for the objectives scheduled or however, not in line, with the target groups identified.	Moderate	Medium	The initial dissemination plan will be defined and validated by the consortium based on the first results coming from the WPs and updated during the project. This approach will allow aligning the communication actions with the scope of the projects and needs of the target groups.

Table 5: Risks and Contingency Plans