

Acronym: Cordon Gris
Name: Making sense of data to promote
effortless healthy eating habits and
autonomy for older people
Call: AAL Call 2015
Contract nr: aal-call-2015-016
Start date: 02 May 2016
Duration: 24 months

D1.2 Project management plan

Nature¹: P

Dissemination level²: PU

Due date: Month 1

Date of delivery: Month 1

Partners involved (leader in bold): **FhP**, SCML, SONAE, RNS, CC, UNIEKBO

Authors: Ana Correia de Barros (FhP)

¹ L = Legal agreement, O = Other, P = Plan, PR = Prototype, R = Report, U = User scenario

² 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)

Partner list

Nr.	Partner name	Short name	Org. type	Country
1	Fraunhofer AICOS (<i>coordinator</i>)	FhP	R&D	Portugal
2	Santa Casa da Misericórdia de Lisboa	SCML	End-user	Portugal
3	SONAE (Modelo.com – Vendas por correspondência, S.A.)	SONAE	IND	Portugal
4	Red Ninja Studios	RNS	SME	United Kingdom
5	Can Cook	CC	SME, End-user	United Kingdom
6	Unie KBO	UNIEKBO	End-user	Netherlands

Revision history

Rev.	Date	Partner	Description	Name
1	02.05.2016	FhP	First draft	Ana Correia de Barros
2	30.05.2016	FhP	Final revision	Ana Correia de Barros

3	30.05.2016	Approved by FhP		
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Glossary

GA: General assembly

KPI: Key performance indicators

WP: Work package

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1. Introduction

This document is part of *Task 1.1: Project coordination* within *Work package 1: Project management*. The lead partner of this work package and this task is Fraunhofer AICOS (FhP). The document describes the project management structures and procedures to be followed within the Cordon Gris project and it is meant to be, together with the *Project quality plan*, a tool to assist all partners during the project.

When necessary in the course of the project, the document will be updated.

1.1. The partnership

Cordon Gris is funded under the AAL JP 2015 Call for proposals in 2015, addressing the topic *Living actively and independently at home*.

The Cordon Gris consortium consists of 6 partners:

Nr.	Partner name	Short name	Country
1	Fraunhofer AICOS (<i>coordinator</i>)	FhP	Portugal
2	Santa Casa da Misericórdia de Lisboa	SCML	Portugal
3	SONAE (Modelo.com – Vendas por correspondência, S.A.)	SONAE	Portugal
4	Red Ninja Studios	RNS	United Kingdom
5	Can Cook	CC	United Kingdom
6	Unie KBO	UNIEKBO	Netherlands

1.1. Project goals

The main goal of the Cordon Gris project is to develop a convenient system that leverages the potential of the Internet connectedness and mobile devices to guarantee longer and independent living at seniors' location of choice by tackling malnutrition. The solution will target people living independently as well as people benefitting from social support provided by institutions (e.g. assisted residences, day-care centres, meals at home). This objective will be achieved through the intelligent treatment of data coming in from relevant sources, such as mobile devices tracking daily aspects of one's life, retailers' information about food stock and service providers. These data will be used to provide recommendations for a healthy diet on a budget.

We should reach the market within 2 to 3 years after the end of the project, i.e. from January 2020 to January 2022. In order to reach this goal, we will conduct market research, analyse business models and define a roadmap for commercialisation through an exploitation plan.

2. Project management structure

Please refer to the Consortium Agreement for further details.

The project is organized as depicted in Figure 1.

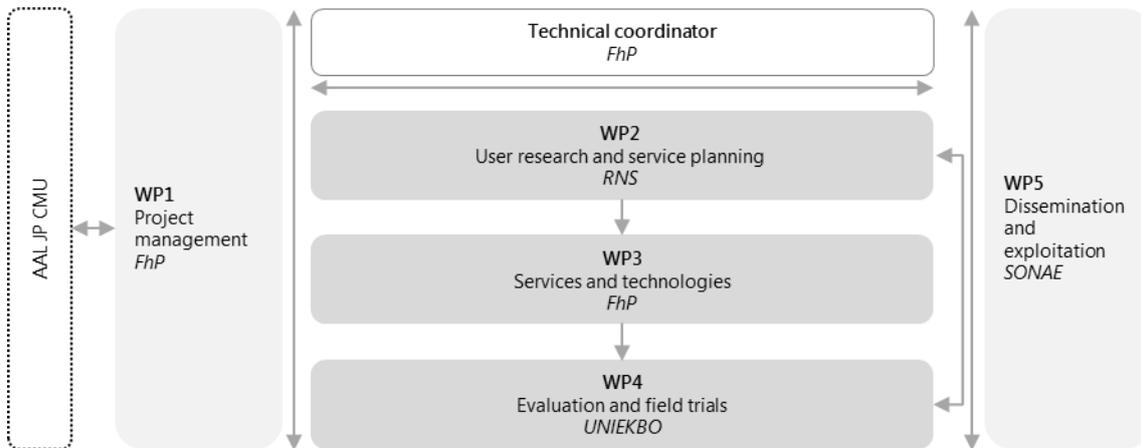


Figure 1 Cordon Gris structure

For proper management and advice, the project will include committees and an advisory board as described in Figure 2 and further detailed in section 2.1.

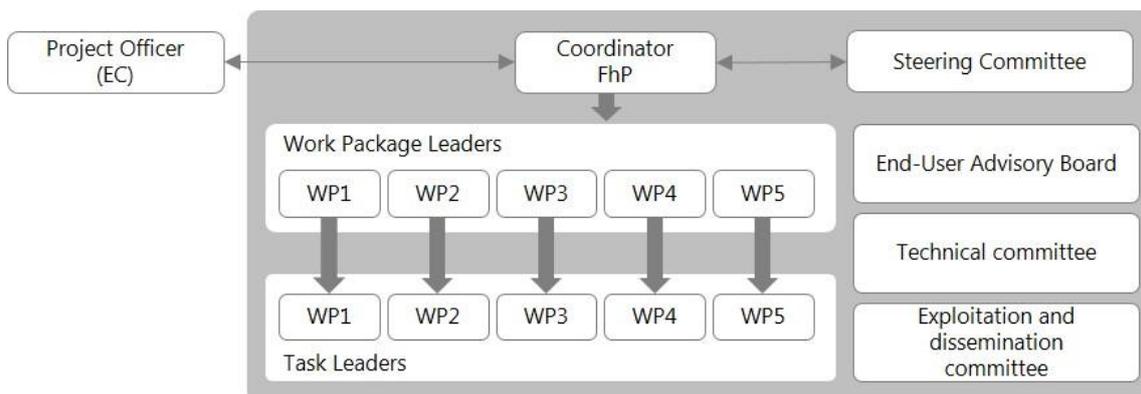


Figure 2 Cordon Gris management structure

2.1. Staff involved

Members of the team play specific roles to assist project activities and project management. There are partners who assume specific roles and, within these, a specific person may be assigned the leadership in that role.

- Project Coordinator (FhP) – Ana Correia de Barros
- Technical Coordinator (FhP) – David Ribeiro
- Exploitation and Dissemination Coordinator (SONAE) – Tiago Oliveira
- Steering Committee: chaired by the Project Coordinator and consisting of 1 (one) representative per partner. The Steering Committee provides strategic guidelines to the Coordinator and steers the project according to the objectives agreed upon.

- Technical Committee: chaired by the Technical Coordinator and composed by partners FhP, SONAE and RNS. The committee also provides guidance and advice about scientific matters, either of procedures or reporting.
- Exploitation and Dissemination Committee: chaired by the Exploitation and Dissemination Coordinator and composed by one representative of each partner in the consortium.
- General Assembly (GA) – brings together the Steering Committee, i.e. one representative of each partner, chaired by the Project Coordinator. The General Assembly is the high level management body of the Cordon Gris project. It is the highest authority in the project, standing above the Technical Committee and the Exploitation and Dissemination Committee.
- End-users advisory board – advocates for users' points of view and interests.

2.1.1. Technical Committee participants

- Led by FhP – David Ribeiro
- SONAE – Marlos Silva
- RNS – James Chapman

2.1.2. Exploitation and Dissemination Committee participants

- Led by SONAE – Tiago Oliveira
- FhP – Ana Correia de Barros
- RNS – Lee Omar
- CC – Robbie Davison

2.1.3. End-users advisory board

- SCML – Filomena Gerardo
- SCML – Alfredo Chagas
- UNIEKBO – Ciska van Harten
- UNIEKBO – Jan Brinkers
- CC – Julie Davies
- CC – Laura McCumiskey

2.1.4. Work Package leaders

- WP1: Project management – Ana Correia de Barros (FhP)

- WP2: User research and service planning – James Chapman (RNS)
- WP3: Services and technologies – David Ribeiro (FhP)
- WP4: Evaluations and field trials – Ciska van Harten and Jan Brinkers (UNIEKBO)
- WP5: Dissemination and exploitation – Tiago Oliveira (SONAE)

2.2. Responsibilities

Each partner shall use reasonable endeavours to supply the Project Coordinator and the Work Package leaders the information, documents and any other inputs required to deliver the project to the agreed upon timescales, within cost and quality level.

Each partner will make sure to:

- Promptly notify all the partners in the same Work Package and the Project Coordinator about any significant problem or delay in performance;
- Inform all partners in the same Work Package and the Project Coordinator of relevant communications it receives from third parties in relation to the Work Package and/or the Project;
- Verify the accuracy of any information or materials it supplies and promptly correct any error therein of which it is notified. The recipient Party shall be entirely responsible for the use to which it puts such information and materials.

2.3. Project conflict resolution

Project conflicts shall be resolved at the lowest operational level possible in order to facilitate timely solutions. If the internal process fails, the matter shall be escalated to formal Arbitration as detailed in Figure 3.

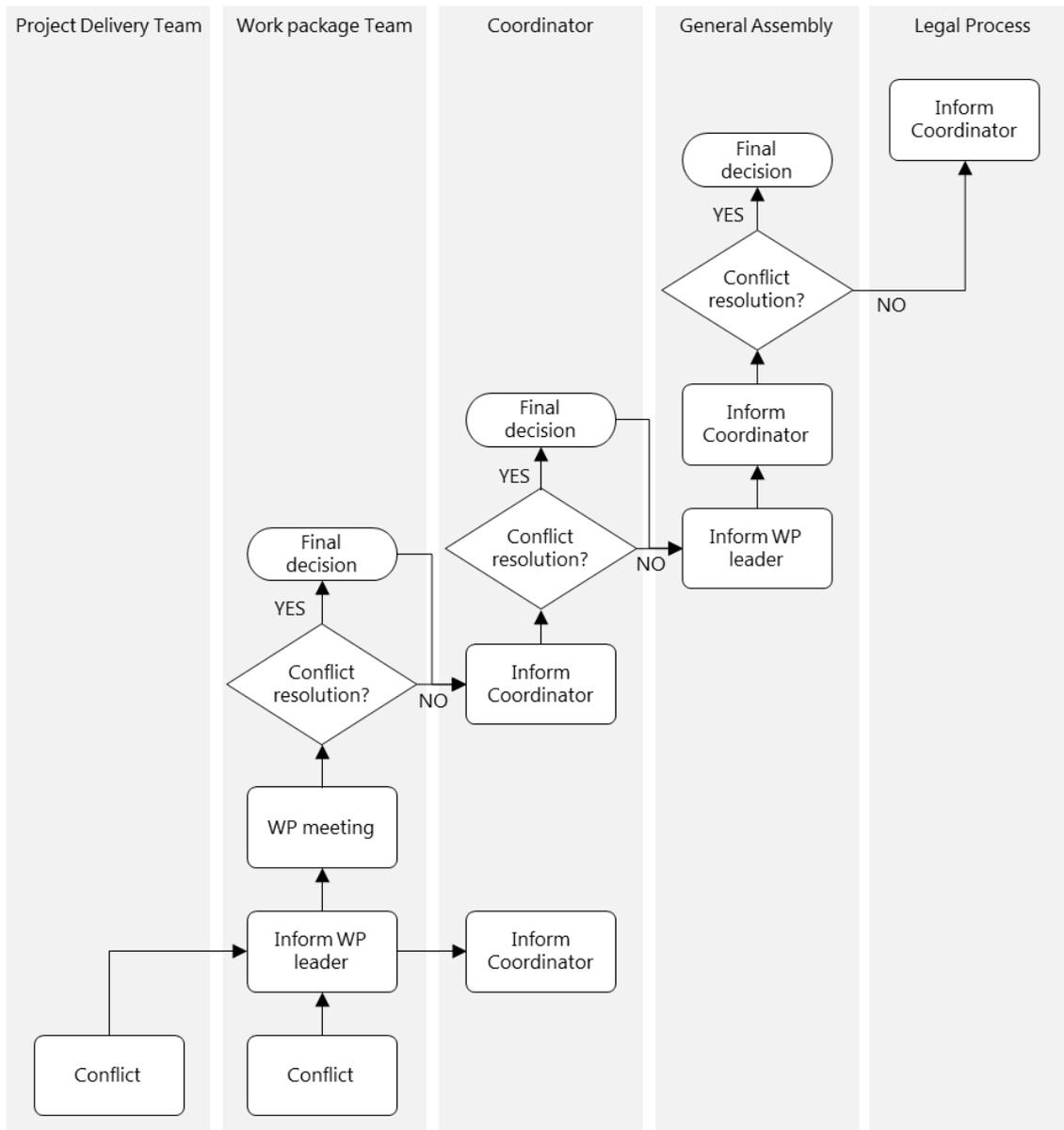


Figure 3 Cordon Gris conflict resolution process

3. Project monitoring

3.1. Project meetings

Please refer to *Consortium Agreement* for more details about meeting arrangements and voting rules.

In order to secure proper coordination among partners and timely delivery of results, the following project meetings shall take place in the course of the project:

- 1 (one) general conference call each month: Initially these meetings will happen on the final week of every month.
- 1 (one) technical meeting at least every 3 (three) months. If possible, technical meetings could coincide with the General Assembly meeting
- 1 (one) General Assembly meeting every 6 (six) months:
 - Each WP leader should prepare a presentation and provide a report about the WP status and progress (please refer to *Periodic Report Template*, section 4);
 - The Coordinator will present and provide a report about project performance according to the KPIs defined in Table 1;
 - The Coordinator will present and provide a report about the risk level according to the eventual risks detected and respective contingency plans summarized in section 3.3;
 - Each partner will inform the General Assembly about project events, press releases, publications, patents, demonstrations, etc. (please refer to *Impact and Awareness Activities Template*, section 5).
 - Each partner will provide information about finance and effort (please refer to *Financial Report Template*, section 6);

Additional meetings may be scheduled as needed, such as to cope with times when quick progress must be made.

3.2. Project performance monitoring

Before each General Assembly meeting, the Project Coordinator will provide the KPI table through which to measure the performance of the project and its execution from different perspectives.

Table 1 Key performance indicators

Cat	Performance	Indicator	Approximate target value (to be defined during project)	Period of assessment	Responsible
KPI	Goals achievement	% progress of each specific result vs goals	100%	At each individual deadline. Reported in each 6 month report	FhP
KPI	Achievement of initial requirements	% achievement of initial requirements	100%	Permanently. Reported in each 6 month report	FhP
KPI	Partner involvement	% reports delivered on time, % meetings attended, no. inputs	100%	Permanently. Reported in each 6 month report	FhP

		brought/work plan			
KPI	Delivery of deliverables and reports	% reports delivered on time No. days delay	100% 0%	At each individual deadline. Reported in each 6 month report	FhP
KPI	Quality of reports delivered	% reports passed full quality check; % reports requested for resubmission by EC	100% 0%	At each individual deadline. Reported in each 6 month report	FhP
KPI	Use of the resources	% of deviation from original efforts assignment	0%	At each individual deadline. Reported in each 6 month report	FhP
KPI	Effective risk management	No. risks mitigated	Based on milestones and risks	At each individual deadline. Reported in each 6 month report	FhP

3.3. Risk management

The role of risk management activities in the project will be to timely identify risks, assess their consequences (occurrence, impact on cost, results, time, most affected WPs and partners, among others) and develop suitable responses based on corrective courses of action or contingency plans. Risk tracking will thus be made through the different meetings in order to minimize their impact to the widest extent possible. At this stage we have identified a list of possible risks which are described in Table 2. Such risk log will be updated, whenever relevant, throughout the course of the project.

Table 2 Management related risks

Risk no.	WP/Task	Potential risk	Risk level	Impact	Actions
R01	WP1 to WP5	Failure of a partner to complete tasks	Low	Medium to high	Project Management reallocates effort to other(s) partner(s) in the WP.
R02	WP1 to WP5	Discrepancies between the plan and reality.	Low	Medium to High	Internal periodical meetings, progress reports, and the internal communication, will let the coordinator know the state of the project and apply the corrective measures, if needed, in order to assure the success and timely delivery of the work according to the work plan.
R03	WP1 to WP5	A partner leaves the project	Low	Severe	Even though each partner has a specific role in project in accordance to its expertise, the first measure will be to attempt, if possible, to reallocate effort within the consortium. If this is not possible, a new partner should be found according to the rules of the AAL JP.
R04	WP1	Unexpected delays in project management	Low	Severe	WP leaders must periodically prepare reports to be submitted to the General Assembly.
R05	WP1 to WP5	Delay in task completion	Medium	Medium	Tools (as described in this document) will be used by the Project Coordinator to detect risks of delay and to make a strict follow up. When delays are due to technical issues, extra effort could be reallocated to the delayed WP.
R06	WP1 to WP5	Lack of communication within the consortium - clear goals	Low	Severe	Project Coordinator will use and foster the use of communication tools and will take concrete actions to solve eventual communication issues and to reinforce the communication.
R07	WP1 to WP5	Discrepancies between partners or about the assigned work	Low	Medium to High	Work assignment and related questions will be decided in internal meetings. If there is any discrepancy between two or more partners, these will be discussed in the internal meetings, and the final decision belongs to the project coordinator.
R08	Task 5.3	Disagreement on ownership rules	Medium	High	The Consortium Agreement sets the first base for ownership rules, which will be detailed from month 12 onwards, and final rules and agreements will be signed during the last 6 months of the project.

R09	WP4	Pilot sites need more time for validation	Medium	High	These will be handled through: a) contingency plans, b) activity rescheduling, c) increased efforts of involved parties.
R10	WP3	Time needed for the development of the system is inadequate	Low	High	The project will enter the development phase after running an extensive a) technology assessment, b) overall design and subsystems design, c) architecture detailed definition.

Table 3 Technical risks

Risk no.	WP/T ask	Potential risk	Risk level	Impact	Actions
R12	WP3 and WP4	Failure in adapting the existing service in the different localities.	Low	Medium	WP4 will set up the pilots and their implementation. Parameters such as functionalities, configurations for each trial, services availability, among others, will be taken into account and fed into WP3.
R13	WP4	Needs change from one pilot to the next	Medium	Medium	WP4 will detail the configuration for each trial and adaptations for each site. A forecast of the environment characteristics, materials and equipment needed for the optimal performance of the trial for each location will be considered. Best devices election and deployment should be studied for each pilot for optimum performance.
R14	WP4	Technical problems with the coverage of the devices using wireless technologies	Low	High	WP4 will cover the characteristics of the trial sites. These will alert partners to possible problems that can occur at those sites, usually related to the coverage of wireless devices due to the characteristics of the place (e.g. thick walls reducing coverage) and rectify them by the use of repeaters, alternative connection methods, etc.
R15	WP3 and WP4	System is not motivating enough	Medium	Medium	Start a general query asking what the users would like to obtain by using the system regularly. Adapt the system based on the results of the query.
R16	WP3 and WP4	Data and communication are not secure enough	High	High	Find the unsecured spots and apply extra security measures and/or cryptographic mechanisms.
R17	WP4	The developed solution does not match the users' expectations	Low	Medium	The knowledge and experience of the partners will be used during the validation phases to avoid any conflict between reality and end-users' expectations. Moreover,

		(features and usability)			before the start of the validation sessions, the participants will be informed in a clear and complete way about the functionalities of the system, to avoid possible overestimation of the potentialities of the device.
R18	WP4 and WP5	The participation of users is low	Low	Medium	Devoted dissemination campaigns and publicity will be carried out, prior to the validation phase, to ensure a wide participation.
R19	WP3 and WP4	Malfunction of hardware components	Low	High	Find the origin of the problem and try to solve locally with manufacturer.
R20	WP3 and WP4	Unexpected obsolescence of system components	Low	Medium	The project will place increased importance to modularity and interoperability. The aim will be to use more than one standard, protocol, or technology for all of its provided functionality, so as not to rely on only one particular technology or supplier.
R21	WP3 and WP4	New standards or techniques may be difficult to integrate or interoperate between them	Low	Medium to High	The issue will be addressed during the course of the project, by having the Technical Coordinator and technical partners aware of standards.
R22	WP4	Criteria to measure the results and user satisfaction are not suitable	Low	Medium	This can be avoided by using suitable existing models for evaluation of the user satisfaction.

Table 4 Market and impact risks

Risk no.	WP/ Task	Potential risk	Risk level	Impact	Actions
R23	WP2 to WP5	The product performs poorly	Medium	High	Performance indicators will be identified in WP2, monitored throughout the project and contingency plans will be set up to correct performance deviations.
R24	WP5	The product lacks competitiveness	Medium	High	Cost-benefit assessment will be done in WP5, Task 5.3. While the consortium will try to solve this by providing different platforms at different costs (which may include different versions), socio-economic differences amongst different users can be an important point to consider. Analysing the socio-economic

					scenarios will provide a clear answer to face this risk.
R25	WP5	Price difference between countries due to different legislations and other factors	Low	Medium	The consortium comprises the required specialists to perform these tasks. WP5 carries out an Intermediate and Final Exploitation Plan.
R26	WP4	User acceptance is not achieved	Medium	Severe	Task 4.2 will define the indicators to monitor user acceptance.
R27	WP5	Inadequate business plan	Medium	Severe	Task 5.3 will give priority to building efficient and realistic business plans involving the full value chain represented in the consortium. Technological, market and policy surveillance will be carried out to ensure efficient and relevant business plans.
R28	WP3 to WP4	The product does not comply with standards	Medium	High	Standard issues will be managed from WP2 to WP4 by the Technical Coordinator as one of the key issues to ensure further use and commercialization of the product. The Cordon Gris solution will be based on widely-used standards, and adapted to older adults'. In the future, the solution could be extended to other market segments.

1.1. Pilot application

For the project to be successful and for the Cordon Gris solution to be accepted by the target audience, users' points of view will be taken into account from onset and the project will strive to achieve the latest recommendations on user involvement in designing, developing and testing the solution across several iterations. The project will take advantage of its special conditions, i.e. having three end-user partners who will provide the involvement of participants who are representative of future users in different scenarios. This provides a unique opportunity to design and develop a solution that truly meets end-users' needs and expectations across settings.

The activities planned ahead for user involvement are summarized in Table 5.

Table 5 Activities involving end-users

Activities	Portugal	UK	Netherlands
Life habits, independence and nutritional assessment (qualitative and quantitative research)	60	40	40
Service definition (focus groups)	10	10	10

User interface design and testing (workshops & usability testing)	20	20	10
Field trials (daily use for 3 months)	60	40	10

4. Periodic report template

This report shall be completed every 6 (six) months. Its contents are to be presented by each WP leader during the General Assembly meetings.

The Project Coordinator will provide the Partners with the necessary templates to fill in.

4.1. Pending issues

Should there be pending issues waiting to be solved, it is WP leaders' responsibility to present a list of these issues to the General Assembly.

4.2. Deliverables: submitted and on-going

Each WP should list the deliverables submitted during the 6 (six) months prior to the General Assembly meeting along with a list of Deliverables underway at the time of the meeting.

Any registered or expected delay on Deliverables submission is to be communicated, along with an explanation, at the General Assembly meeting by the WP leader. If falling beyond the date of the General Assembly meeting, the expected date for Deliverables submission should also be communicated at the same time.

4.3. Milestones achieved

The Project Coordinator, supported by the Technical Coordinator, will provide a list of Milestones achieved during the report period. Any registered or expected delays should be accompanied by an explanation.

4.4. Scientific and/or technical progress

According to the AAL Association template, WP leaders should fill in a table such as the one shown below.

<p>Please check appropriate box: The project <input type="checkbox"/> is in line with (or) <input type="checkbox"/> deviates from the valid description of work (version/date:) In the case of deviation, please explain how and why: <...></p>

Provide a summary of developments since the last report: <u>A. Performance of the project consortium</u> <...> <u>B. Technical achievements</u> <...> <u>C. End-user services</u> <...>
How many consortium meetings were held during the period covered by this report?
<...>

4.5. Work in progress

Work in progress refers to Tasks and Deliverables. For each Task or Deliverable in progress at the time of the report, the WP leader should fill in the details: task/deliverable number, responsible partner, partners involved, status, scheduled date of completion, estimated date of completion, and additional comments if needed.

4.6. Next steps

This section refers to the next steps for the 6 (six) months following the period mirrored in the report. Each WP leader should list the Tasks and Deliverables for this next period, filling in the same fields as the ones used for the Work in Progress (see section 4.5).

4.7. Risk management

Finally, in order to do a thorough risk management, WP leaders will be asked to summarise risks identified during the reporting period and how these were dealt with, according to the table below.

Table 6 Template of risk management table

WP	Risks of the period	Occurrence	Mitigation/contingency plan implemented	Result	Responsible

5. Impact and awareness activities

Every 6 (six) months, the partners should provide a report about the impact activities of the project (e.g. project event, press releases, publications, patents, demonstrators, etc.). This report will consist of a live document on a shared folder and should be presented to all the partners during General Assembly meetings.

Project participant responsible (indicate country)	Activity	Date	Medium and reference (press, event, newsletter, webpage, etc.)	Indicative coverage
<...>	<...>	DD/MM/YYYY	<...>	<...>

6. Financial report

Every 6 (six) months, the partners should provide a report about the financial execution of the project. This report should be presented to all the partners during General Assembly meetings.

6.1. Financial report template

The financial report template should be filled in by each partner. The Project Coordinator will then combine all the information from the different partners.

Partner org. acronym	Actual cost of the project for the reporting period	Planned cost of the project for the reporting period	Actual effort in person/ months for the reporting period	Planned effort in person/ months for the reporting period	Remarks
	€	€	PM	PM	
TOTAL	€	€	PM	PM	

PROJECT PAYMENTS DURING THE REPORTING PERIOD					
Partner Organisation Acronym	Funding requested (if applicable)	Date of request sending (if applicable)	Date of receiving the money	Time between request and receive (if applicable)	Remarks
1	€	DD/MM/YYYY	DD/MM/YYYY		
TOTAL	€	-----	-----	-----	-----

If applicable, please differentiate between EC and national grant payments (additional line for partner).

ADDITIONAL INFORMATION
<p>Please check appropriate box:</p> <p>The financial progress of the project <input type="checkbox"/> is in line with (or) <input type="checkbox"/> deviates from the partner's Grant Agreements & Work Packages plans (personal efforts, other costs, etc.)?</p> <p>In case of deviation, please explain how and why:</p> <p><...></p>

Have you encountered or do you foresee any financial difficulties for the project realisation (e.g. payments, additional costs, other)?

<...>

If yes, please explain.

<...>

Do you want to make any other comments in relation to the financial aspects of the project?

<...>

If yes, please explain.

<...>