



This report was funded by the European Union's Internal Security Fund — Police



Public Resilience using Technology to Counter Terrorism

D1.1 – Project Reference Manual and Tools

WP number and title	WP1 – Project Management
Lead Beneficiary	DITSS
Contributor(s)	
Deliverable type	Report
Planned delivery date	30/11/2018
Last Update	30/11/2018
Dissemination level	PU

Disclaimer

The content of this report represents the views of the author only and is his/her sole responsibility. The European Commission does not accept any responsibility for use that may be made of the information it contains.

The PRoTECT Consortium consists of the following partners:

Participant No	Participant organisation name	Short Name	Type	Country
1	Dutch Institute for Technology, Safety & Security	DITSS	NPO	NL
2	KENTRO MELETON ASFALIAS	KEMEA	RTO	GR
3	NEDERLANDSE ORGANISATIE VOOR TOEGEPAST NATUURWETENSCHAPPELIJK ONDERZOEK TNO	TNO	RTO	NL
4	INSPECTORATUL GENERAL AL POLITIEI ROMANE	IGPR	GOV	RO
5	FORUM EUROPEEN POUR LA SECURITE URBAINE	EFUS	NPO	F
6	LIETUVOS KIBERNETINIŲ NUSIKALTIMŲ KOMPETENCIJŲ IR TYRIMŲ CENTRAS	L3CE	RTO	LT
7	GEMEENTE EINDHOVEN	Eindhoven	GOV	NL
8	AYUNTAMIENTO DE MALAGA	Malaga	GOV	SP
9	DIMOS LARISEON	DL	GOV	GR
10	VILNIAUS MIESTO SAVIVALDYBES ADMINISTRACIJA	VMSA	GOV	LT
11	MUNICIPIUL BRASOV	MUNBV	GOV	RO
12	STICHTING KATHOLIEKE UNIVERSITEIT BRABANT	JADS	RTO	NL
13	MINISTERIO DEL INTERIOR	MIR	GOV	SP

Document History

VERSION	DATE	STATUS	AUTHORS, REVIEWER	DESCRIPTION
0.1	12/11/2018	Draft	Peter van de Crommert (DITSS)	First Draft
0.2	18/11/2018	Draft	Patrick Padding (DITSS)	Review and comments
0.3	22/11/2018	Draft	George Kioumourtzis (DITSS)	Sections
0.4	27/11/2018	Draft	George Kioumourtzis (DITSS)	Quality assurance
0.8	29/11/2018	Draft	Peter van de Crommert (DITSS)	Final review
1.0	29/11/2018	Final	Patrick Padding (DITSS)	Final approval and submission

Definitions, Acronyms and Abbreviations

ACRONYMS / ABBREVIATIONS	DESCRIPTION
PRoTECT	Public Resilience using Technology to Counter Terrorism
LEA	Law Enforcement Authority
PMC	Project Management Committee
QC	Quality Control
URL	Uniform Resource Locator

Table of Contents

Executive Summary	9
1 Introduction.....	10
1.1 Evolution, format and distribution	10
2 Project Overview	11
3 PRoTECT Organization	13
3.1 PRoTECT Consortium	13
3.2 Team	13
3.3 Project Structure and Management Boards.....	13
3.3.1 Overall management structure	14
3.3.2 Project Management Team	14
3.3.3 Project Management Office	14
3.3.4 Quality Control	15
3.3.5 Project Coordination Group	15
3.3.6 General Assembly	16
3.3.7 Data Protection Office	16
3.3.8 Security Advisory Board.....	16
3.3.9 Practitioners Group	16
4 Activity Organization, Control and Monitoring	18
4.1 Work Organization.....	18
4.1.1 Work Breakdown Structure	18
4.1.2 PRoTECT Methodology	19
4.2 Monitoring and Reporting.....	21
4.2.1 Periodic progress Report	21
4.2.2 Project documents and deliverables	22
4.2.3 Change and issue management.....	23
4.3 Procedures for Project Meetings.....	23
4.3.1 Project meetings.....	23
4.3.2 Meeting procedures	24
5 PRoTECT Collaboration, Communication and Dissemination	27
5.1 PRoTECT Online Environment	27
5.1.1 How to join the workspace.....	27
5.1.2 PRoTECT workspace updates.....	28
5.2 Internal Communication and Collaboration	28
5.2.1 E-Mail and Mailing lists.....	28
5.2.2 Skype and GoToMeeting	28
5.2.3 Phone Conference Calls.....	29
5.2.4 PRoTECT workspace supporting internal communication	29
5.3 External Communication	29
5.3.1 PRoTECT website	29
5.3.2 PRoTECT Logo	29
5.3.3 Press releases	30
5.3.4 Publications, Presentations, Papers	30
6 Risk Management and Quality Assurance	31
6.1.1 Risk Management.....	31
6.1.2 Quality Assurance	31
7 Conclusions.....	32





List of Figures

Figure 1: PRoTECT organizational and management structure..... 17

Figure 2: PRoTECT Gantt Chart..... 20

Figure 1: PRoTECT Logo 29



List of Tables

Table 1: PRoTECT Coordination Group Members.....	16
Table 2: PRoTECT Work Breakdown Structure	19
Table 3: Reporting Period Content and Structure.....	21
Table 4: Meetings procedure	25

Executive Summary

This report focuses on providing the PRoTECT's consortium partners with a complete and efficient commonly shared operational methodology, a set of management rules and guidelines to be adopted in order to manage and carry on the activities and fulfil the contractual obligation towards the European Commission, reducing the overhead and increasing the efficiency and quality of the work carried out.

The document aims to provide:

- **procedures, rules, standards** and **best practices** to be adopted in PRoTECT for the complete management of processes;
- **templates** to produce high-quality deliverables and reports for the PRoTECT project;
- explanation and rules concerning the **PRoTECT online platform**, a supporting workspace supplying also the need for a project repository dedicated to exchange documents and more in general, to store the whole material produced within the project activities;
- **process to make sure that contents** and presentation of all deliverables produced in PRoTECT **are consistent**;
- a list of rules to ease the **flow for an effective communication and collaboration** between partners as well as for external communication and dissemination of a project results (i.e. the procedures for meetings, for progress reporting, etc.);
- **standard format for meeting organisation and reports**.

Moreover, in the document the **Boards** and **Committees**, which have been established in PRoTECT to effectively manage and address the different aspects of the project, are described.

1 Introduction

1.1 Evolution, format and distribution

This deliverable focuses on providing the PRoTECT partners with explanation of rules and guidelines to be adopted in PRoTECT for the complete management of processes and a quality plan describing how quality assurance and risks management will be applied throughout the project. These instruments will be oriented to the successful achievement of all activities of PRoTECT project, in order to fulfil the contractual obligations towards the European Commission.

The deliverable is structured as reported below:

Chapter 2 – Project Overview – A summary of PRoTECT’s main concept and objectives.

Chapter 3 – PRoTECT Organization – PRoTECT consortium is presented in this chapter, with a description of each partner and related operational team involved in the project. In addition, this chapter provides also an overview about the internal structure and its operational bodies.

Chapter 4 – Activity Organization, Control and Monitoring – This chapter provides a description of the work organization within PRoTECT, the Work Breakdown Structure and methodology. In addition, it provides also some instruments that will be set up during the project development in order to assess project advances. Description of procedures to follow in order set up project meetings is presented here too.

Chapter 5 – PRoTECT Collaboration, Communication and Dissemination – Partners will cooperate through internal and external communication tools in order to ensure collaboration, foster dissemination within and outside the consortium, thus achieving PRoTECT objectives.

Chapter 6 – Risk Management and Quality Assurance – Overview of actions that will be handled to prevent risks and mitigate their impact on project activities and results and a description of quality assurance goals that will be treated in D1.2.

The latest version of this document will be always available as a unique PDF document, uploaded into the internal collaboration platform.

2 Project Overview

The PRoTECT project aims to strengthen local authorities' capabilities in Public PRoTECT ion by putting in place an overarching concept where tools, technology, training and field demonstrations will lead to situational awareness and improve direct responses to secure public places pre, in, and after a terrorist threat. This cross sectoral project is an initiative of the Core group of the European Network of Law Enforcement Technology Services (ENLETS).

Expected impact

- Raising the awareness of municipal authorities on security concepts and adaptation of technology in the PRoTECT ion of public spaces
- Share best practices and lessons learned to efficiently apply technology concepts to PRoTECT public spaces.
- Build a closer, permanent collaboration between municipal authorities and law enforcement via existing networks (ENLETS, EFUS).

Outcomes

- Risk and Cost reduction
- Developing training materials related to the PRoTECT ion of public spaces for municipalities and LEAs
- Putting in place and implementing a pan European technology capability assessment tool for cities

Type and Number of Outputs to be produced

- 5 self-assessments conducted by beneficiary cities
- 5 field demonstrations of selected innovative solutions
- 3 European events: 1 European event to discuss self-assessment processes, 1 European event to exchange best practices, 1 European showcase event to present the project results.
- 1 Kick-off and 5 coordination meetings
- 5 virtual table top exercise to practice the technology concepts
- A publication (manual) including the self-assessment tool to help local authorities to implement strategies for the PRoTECT ion of soft targets.

Activities

- Testing and Enhancing the *DG Home EU* self-assessment tool for cities to determine which public spaces or activities are vulnerable
- Assessment and field testing of relevant innovative research outcomes.
- Train and raise the awareness of public authorities on technology concepts in the PRoTECT ion of the public and soft urban targets.
- Develop training materials as part of table top exercises

Number and type of (short, medium and long term) beneficiaries

- Short term: 13 consortium partners, including 5 EU cities, 3 LEAs, 3 practitioners, 1 City Network and 2 Research Centres
- Medium term: 27 ENLETS members and 25 local authorities from partner countries
- Long term: >50 cities

The primary Objectives of PRoTECT

The general short-term objective of the project is to provide all members of EFUS actionable European municipalities an actionable perspective on the PRoTECT ion of their public spaces and other soft targets, by providing them with good practices and access to technology concepts, and the knowledge to tailor them to their needs. The strategy to do this is:

- (1) to improve the PRoTECT ion of public spaces and other soft targets in five European cities and respective LEA's by providing them with direct support from the project to conduct both a vulnerability self-assessment and technology assessment in their municipalities.
- (2) to let municipalities, organize peer to peer exchange with other municipalities (EFUS members) with technology solutions and best practices in place, to disseminate their experiences with implementing good practices and technology concepts, including validation through table top exercises and a technology roadmap.

At long term, we expect all EU local Municipalities to be familiar with the vulnerability self-assessment and with a broad range of good practices and technology concepts and willing to improve the PRoTECT ion of their public spaces. The ENLETS network will be positioned to play a major role in providing technology advice via the organisation of targeted Workshops in close collaboration with the ENLETS National Contact Points (NCPs) and Working Groups.

3 PRoTECT Organization

3.1 PRoTECT Consortium

The PRoTECT Project Consortium is made up of **13** partners from **6** different countries across Europe:

- STICHTING DUTCH INSTITUTE FOR TECHNOLOGY, SAFETY & SECURITY (DITSS), Project Coordinator
- KENTRO MELETON ASFALEIAS (KEMEA)
- NEDERLANDSE ORGANISATIE VOOR TOEGEPAST NATUURWETENSCHAPPELIJK ONDERZOEK TNO (TNO)
- INSPECTORATUL GENERAL AL POLITIEI ROMANE (IGPR)
- FORUM EUROPEEN POUR LA SECURITE URBAINE (EFUS)
- LIETUVOS KIBERNETINIŲ NUSIKALTIMŲ KOMPETENCIJŲ IR TYRIMŲ CENTRAS (L3CE)
- GEMEENTE EINDHOVEN (Eindhoven)
- AYUNTAMIENTO DE MALAGA (Malaga)
- DIMOS LARISEON (DL)
- VILNIAUS MIESTO SAVIVALDYBES ADMINISTRACIJA (VMSA)
- MUNICIPIUL BRASOV (MUNBV)
- STICHTING KATHOLIEKE UNIVERSITEIT BRABANT (JADS)
- MINISTERIO DEL INTERIOR (MIR)

3.2 Team

The PRoTECT team is composed of key reference people for each partner who are committed to conduct project activities under leading and/or partner roles. However, beyond the key reference people for each activity, it is worth mentioning that in PRoTECT day-by-day operations the team involved is actually bigger and includes many other people for most of the partners.

3.3 Project Structure and Management Boards

In order to achieve Project's ambitious objectives, PRoTECT is divided into **5 Workpackages (WP)** and these are in turn divided into Tasks according to the goals and structure of each WP. Each Task has the number of partners needed to fulfil the goals of the specific activity. Most of the partners contribute to many activities within several WPs.

The PRoTECT WPs are the following:

- WP1: Management and Coordination of the Action
- WP2: Vulnerability Assessment
- WP3: Technology Assessment & Open Calls
- WP4: Training & Demonstrations
- WP5: Dissemination and Communication

3.3.1 Overall management structure

European projects such as PRoTECT are complex organizations in which entities with different culture, approaches, and interests join forces and know-how to achieve common goals. In order to be successful, a functional organizational structure must be put in place, which ensures efficient, result-driven management.

The overall management of the PRoTECT project is based on the following points:

- 1 The **Organisational Structure**, which defines the management structure in terms of project governance and boards;
- 2 Means for governance and control:
 - 2.1 The project **Description of Work (DoW)**, which, among the others, describes the project objectives and expected results, the work plan in terms of work packages, tasks, deliverables, milestones, and the effort/cost distribution per WP/task and per partner;
 - 2.2 The **Project Reference Manual** (this report), which defines in detail the structures, the procedures, and the actors of the project. This report also includes the guidelines for internal communication;
 - 2.3 The **Project Risk Management and Quality Assurance** which defines the procedures and standards for risk management and quality assurance of project work and deliverables;
 - 2.4 The **Consortium Agreement**, which defines the rules of collaboration among partners within the Project (roles, responsibilities and mutual obligations for the project life).

3.3.2 Project Management Team

All project activities will be monitored by the Project Management Team (PMT), which is responsible for the overall project coordination, management and administrative tasks and for interfacing with the European Commission. Further important responsibilities are: to keep in contact with the work package leaders in order to verify and validate the status of the activities and to be in charge of every administrative communication towards the Beneficiary Representatives. Project Management will comprise two people:

- The **Project Coordinator (PC)** will ensure the overall co-ordination and will ensure daily monitoring of operations and official communication with the European Commission and with other parties. PC has the overall responsibility as well as for the financial and contractual obligations defined in the contract with the Commission. It will be responsibility of the Project Coordinator to prepare a summary of the efforts and budgets expense and plan. The PC will also be responsible for obtaining Certificates on Financial Statements and bank guarantees (if needed) from the consortium members and for distribution of all payments received from the European Commission. PC chairs the Project Management Committee. The Project Coordinator will also oversee the promotion of gender equality in the project. The Project Coordinator is **Patrick Padding** from DITSS/ENLETS.
- The **Project Manager (PM)** has the overall responsibility of ensuring content synchronisation between the different PRoTECT outcomes, as well as alignment to the overall PRoTECT goals. The Project Manager is **Peter van de Crommert** from DITSS.

The close cooperation between them on day-to-day basis is the driving force behind the project activities.

3.3.3 Project Management Office

The **Project Management Office (PMO)** includes the following services:

Financial Control: This service is intended not only to monitor the Annual Cost Statements, but also to receive the Partner MMs and expenditure on a 4-month basis and provide feedback to the Partner, the Coordinator and the Risk and Quality Manager. Financial Controller is **Mellanie Wanders** from DITSS

The **Risk Management and Quality Control** is the central contact point for users, and is responsible for the clarity and quality of information and interaction with users and to organize the review and quality process on deliverables. The Risk Management and Quality Control Management is done by **Georgios Kioumourtzis** from DITSS.

Project Secretary: This service is intended to receive, process and disseminate all requests from Partners and the EU on daily basis. It will organise project meetings, workshops and reviews. It will also administer Calls of Tenders or central equipment provision or specifications, new Partners inclusion, etc if needed and at request. Project Secretary is **Jolanda Kwakernaat** from DITSS

External relations: This is an independent service, administered by the Secretariat, which will receive all external requests (i.e. questions on project concept and results through the Internet, relation to the Press and the Media), including follow-up of concentration activities with other projects (mainly new SEC projects) and of activities of relevant standardisation bodies.

The Project Management Office is led and coordinated by **the Project Manager**.

3.3.4 Quality Control

The Quality control of activities and deliverables is of main importance within the PRoTECT project. The Quality Control Manager (QCM) is responsible for the coordination and supervision, regarding the implementation of the measures for the quality assurance. Moreover, it is responsible for the project's quality assurance matters. In accordance with the contractual agreements, the project's quality management plan, complementing and providing additional guidelines and procedures to this report, addresses the following topics: general issues concerning quality, requirements of the project, quality control board, control of the documentation, files and archives, quality forms to be used, development procedure.

In particular for deliverables, QCM will check the conformity of the deliverables to the Description of Action, the correct application of established templates, the quality of the content, the presence of wrong references or similar errors within the document. The deadline for the Quality control manager will be of 7 days before the submission of each deliverable.

3.3.5 Project Coordination Group

The Project Coordination Group (PCG), led by the Project Coordinator, includes the Project Manager, and the Work Package leaders. PCG members are permanent for the project duration, except if they wish to leave the Group themselves or because of EU intervention.

The PCG is in charge of operationally supervising the project progress and deciding upon all relevant scientific and administrative issues, such as redirection of work in a WP, major transfer of resources across WPs or Partners (over 20%), technological choices, changes in time plans, inclusion of a new Partner, substitution or exclusion of an existing Partner, resolution of conflict between different WPs.

All Executive Board members have a single vote. In case of equal votes, the vote of the Coordinator shall be the decisive one. This PCG will meet (teleconference) once **every month** and will be the project driving force.

Members of the Project Coordination Group are summarized in the following table:

Role	Name	Partner	Email
Project Coordinator	Patrick Padding	DITSS/ENLETS	Patrick.padding@politie.nl
Project Manager	Peter van de Crommert	DITSS	peter.vandecrommert@ditss.nl
WP2 Leader	Pilar de la Torre	EFUS	delatorre@efus.eu

WP3 Leader	Willem Jan van den Heuvel	JADS	wjheuvel@gmail.com
WP4 Leader	Anna Gazi	KEMEA	a.gazi@kemea-research.gr
WP5 Leader	Georgios Kioumourtzis	DITSS	georgios.kioumourtzis@ditss.nl

Table 1: PRoTECT Coordination Group Members

Work Package Leaders are requested to manage their WPs, in cooperation with Task Leaders. They may arrange technical meetings for their WPs. WP Leaders are requested to communicate ordinarily with the Scientific and Technical Coordinator and the Project Coordinator.

The responsibilities of each WP leader include:

1. To fulfil the project/system-level requirements provided by the PMT or arising from the PCG. These may include requirements for integration or coming from demo/pilots analysis and specification;
2. To propose and keep updated detailed work plans for the work package: this includes the to-do list and the allocation of tasks to each partner involved in the work package;
3. To manage and follow-up the progress activity of the work package;
4. To follow-up the achievement of deliverables according to the project work plan;
5. To report on the activity to the PMT and the PCG;
6. To produce periodical control reports and send them to the PMT and the PMO;
7. In case of conflict within the WP that he/she cannot solve, to report the issues to the PMT and propose solutions;

3.3.6 General Assembly

The **General Assembly** (GA) consists of the representatives of all Partners, each having one vote. The Coordinator, who has the decisive vote in case of equal votes, leads the GA. This General Assembly will meet **every 4 months** to review and plan project work. Any partner may raise issues. Minor issues (according to the Coordinator) may be discussed and decided within this board.

3.3.7 Data Protection Office

The Data Protection Officer in PRoTECT is **Mr. Hans van Aalten** (DITSS). Mr. Hans van Aalten is the Data Protection Officer (DPO) of DITSS.

3.3.8 Security Advisory Board

Police Officer **Mr. Hans van Aalten** (DITSS), has been assigned with the role of **Project Security Officer**.

A **Security Advisory Board** (SAB) will be set up with representatives from the end users participating in the consortium who have sufficient knowledge of security issues to assess the sensitivity of deliverables prior to publication. Based on the evaluation of the SAB the dissemination of any content assessed as sensitive will be limited to the consortium and the EC. SAB is empowered to change dissemination level of deliverables to the level justified by the results incorporated (e.g. from PU to CO and vice versa). The Security Advisory Board will be led by the Project Security Officer.

3.3.9 Practitioners Group

PRoTECT has already a large representation of end-user LEAs, and cities' representatives, but it aims at engaging as many stakeholders as possible in order to have a broader view and insight into the challenges and practices/solutions that can be provided. Therefore, PRoTECT includes a Practitioners Group (PG) that can participate in project activities. The PG activities will be conducted by invitation of the members to dedicated project meetings and their involvement in key PRoTECT events (e.g., Assessments, Training &

Demonstration activities). The PRoTECT project team will assure real involvement in the following activities: (i) input and feedback on assessments and security requirements, (ii) contributing their expertise and knowledge on specific matters, and (iii) disseminate the results of PRoTECT in their organisation.

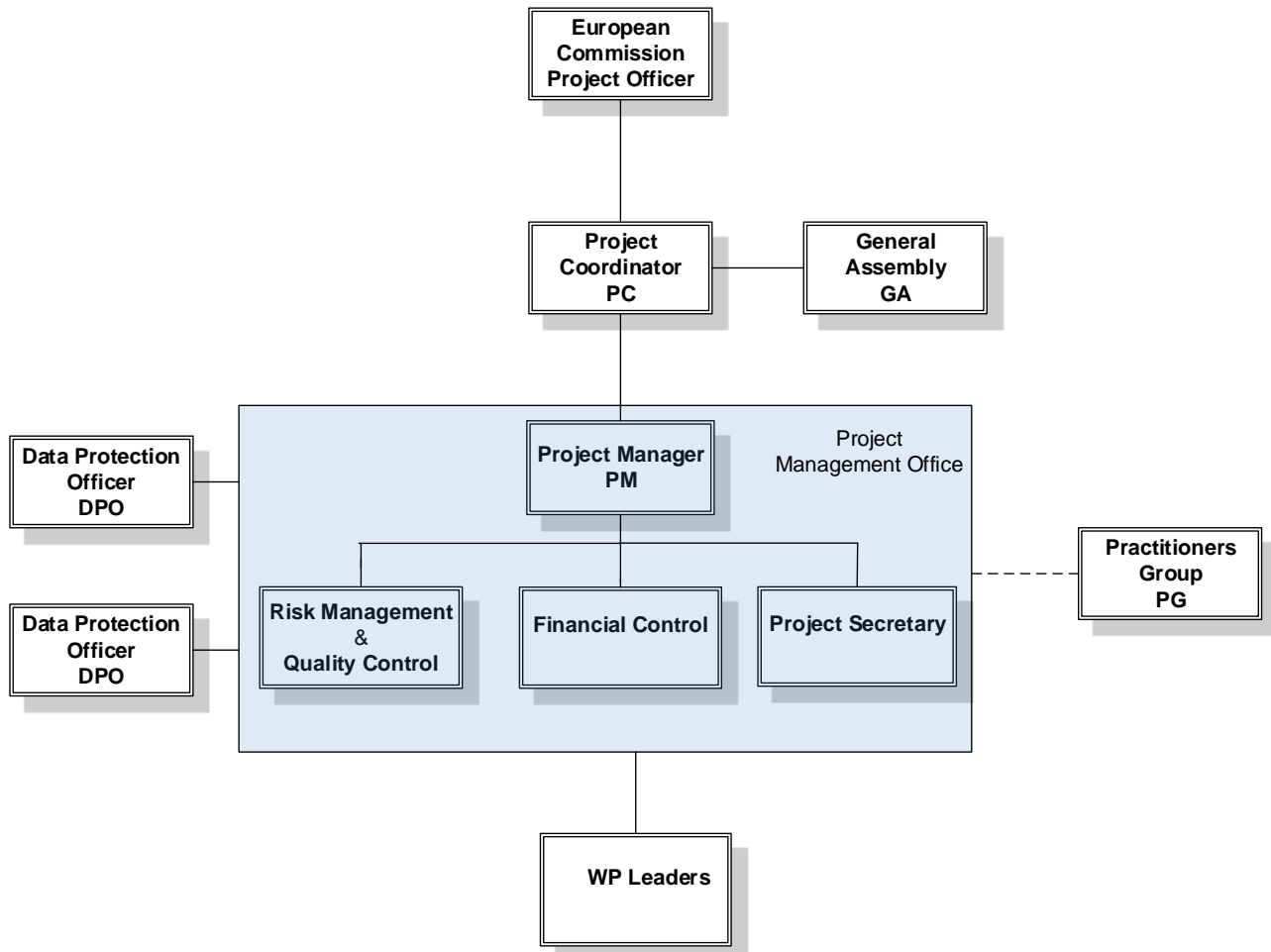


Figure 1: PRoTECT organizational and management structure

4 Activity Organization, Control and Monitoring

4.1 Work Organization

4.1.1 Work Breakdown Structure

The project's organisation regarding the overall work spread and allocation is based on a systematic approach: everything produced throughout and by the project corresponds to a Work Package task. The work division will therefore be articulated on a two-level basis:

- **Level 1:** Work Packages that gather group of single tasks, all with the same assigned objective. Each Work Package carries out its tasks, has autonomous control over internal issues and delivers research and development results in accordance with the Project Work Programme and within the allocated budget.
- **Level 2:** Single Activities, embedded within the Work Packages, which are linked to a sole and defined action, like the production of a Deliverable or demonstrator.

#	Title	Lead Partner
WP1	Management and Coordination of the Action	DITSS
A1.1	Project Management and Administration (DITSS)	DITSS
A1.2	Risk Management and Quality Assurance (DITSS)	DITSS
A1.3	Project Meetings	DITSS
WP2	Vulnerability Assessment	EFUS
A2.1	Assessment tool training package	EFUS
A2.2	Vulnerability assessment city of EINDHOVEN (Netherlands)	EINDHOVEN
A2.3	Vulnerability assessment city of MALAGA (Spain),	MALAGA
A2.4	Vulnerability assessment city of LARISA (Greece),	DL
A2.5	Vulnerability assessment city of VILNIAUS (Lithuania),	VMSA
A2.6	Vulnerability assessment city of BRASOV (Romania),	MUNBV
A2.7	Aggregate and report on results	EFUS
WP3	Technology Assessment & Open Calls	JADS
A3.1	Description of Best practices and Technologies from the state of the art	JADS
A3.2	Technology Evaluation framework	TNO
A3.3	Open calls for security and assessment	KEMEA
A3.4	Definition of Technology roadmap	JADS
WP4	Training & Demonstrations	KEMEA
A4.1	Test cases definition	KEMEA
A4.2	Organisation and execution of table-top exercises	KEMEA
A4.3	Demonstrations	KEMEA
WP5	Dissemination and communication	DITSS
A5.1	Communication activities Plan	DITSS

A5.2	PRoTECT web site	DITSS
A5.3	Production of Dissemination materials	KEMEA
A5.4	Publication on Securipedia	TNO
A5.5	Workshops Organisation	EFUS

Table 2: PRoTECT Work Breakdown Structure

The **Work Package Leaders** (WPL) direct the day-to-day planning and execution of work and escalate issues to the PCG as required. The WPLs are responsible for monitoring progress in their respective work package and for coordinating the activities and compiling the responses. They collaborate with partners on the tasks of each work package in order to assure the quality of work and present the results in reports according to the project description.

Specific activities of the Work Package Leader are:

- planning of the Work Package's activities;
- coordination of the Task Leaders within the Work Package;
- liaison with the PMT;
- deadline management, and implementation of the Project Work Programme at the Work Package level, in particular the Work Package Leader has to inform the PMT and the other Work Package Leaders whenever a timeline might not be achieved so that the necessary contingency plans can be implemented;
- quality control and performance assessment of the Tasks associated to the Work Package;
- in case of conflict between contributors, the Work Package Leader tries to find a solution (corrective action) and if needed will inform the PMT;
- responsible for security and privacy issues of the deliverables in their WP.

The Work Package Leader is responsible for the respect of the stipulated deadlines, and if necessary the execution of the relevant part of the contingency plan.

The **Activity Leaders** (ALs) are responsible of all aspects of the Task's execution. A Task consists of a clearly identified simple objective (develop a specified tool or provide a deliverable). Specific activities of the Task Leaders are:

- contribute to the elaboration of the Work Package's planning;
- coordination and management of the Task team and the Contributors;
- liaison with the Work Package Leader (technical follow-up and information on IPR issues in connection with the Work Package);
- deliver milestones and deliverables in accordance with the Project Work Programme;
- inform the Work Package Leader on all relevant events and activities related to the Task;
- propose and implement corrective actions in case of malfunctions;
- provide cost statements, information and data (financial and other) necessary for the mid-term and final review.

The Activity Leader is responsible for the respect of the stipulated deadlines, and if necessary the execution of the relevant part of the contingency plan.

4.1.2 PRoTECT Methodology

PRoTECT project is organized under 5 work packages (WP) each providing one or more specific main outputs, contributing to either the macro-areas of the project scope or other supporting activities (such as quality management and control, project management, dissemination and exploitation, and so forth).

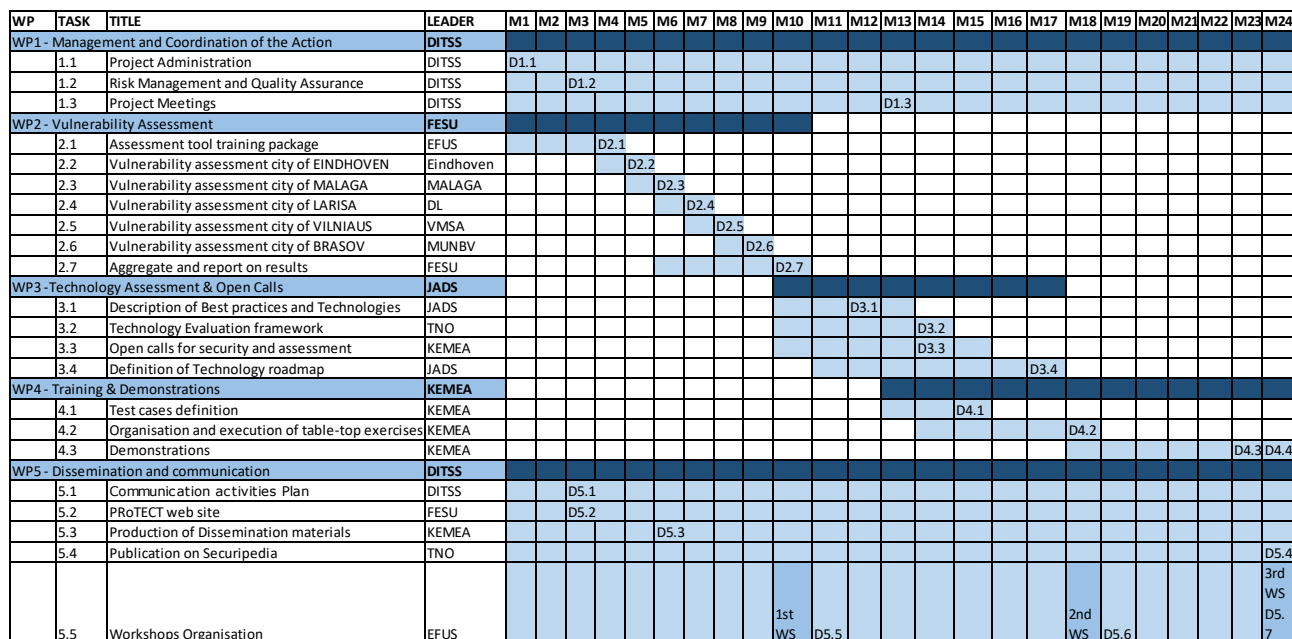


Figure 2: PRoTECT Gantt Chart

WP1 – Project management deals with the planning, management and control of project activities throughout its duration, including the management of the consortium, the report of project outcomes and status, and the implementation of quality control system to ensure the quality of project deliverables and the activities for controlling data usage during the project. In **WP2 - Vulnerability Assessment**, PRoTECT will assist five EU cities -already committed partners in the project- to apply the self-assessment tool to their public spaces. Feedback on the use of the tool will be collected, aggregated and reported back to DG Home and shared with other communities that are interested in the tool. Simultaneously, in WP3 PRoTECT will collect good practices and innovative technologies from LEAs through ENLETS, from EFUS members and from scanning (inter) national R&D projects (e.g. H2020) with the support of the participating research centers and scientific partners. **WP3 - Technology Assessment & Open Calls** will proceed with an open call for proposals for the PRoTECT ion of the public spaces of the five partner cities in relation to their respective vulnerabilities (outcome of WP2). The five cities will assess the results of this call accordingly, using a technology assessment method that is specifically designed for this purpose, still in WP3. In **WP4 - Training & Demonstrations**, the information and knowledge built in WP2 (use of vulnerability assessment) and WP3 (collected information regarding good practices and innovative technologies) will be used to give trainings and tailored advice to 20 interested communities and their respective LEAs (including the five partner cities). In addition, for each of these five partner cities, the potential cost effectiveness of their preferred technology (outcome of the open call) will be assessed by running five tailored made test scenarios in as many table-top exercises. The results of these table tops will be fed back to WP3 for the development of a technology roadmap for the PRoTECT ion of public spaces. Finally, the experiences and knowledge built up during the course of PRoTECT will be disseminated in **WP5 - Dissemination and communication** through the EFUS and ENLET networks and through appropriate channels such as the I-LEAD project Information Platform (<http://i-lead.eu/>) (projected result of project I-LEAD), Securipedia (result of FP7 project VITRUV- <http://www.vitrurv-project.eu/downloads.html>) in the form of video talks and informative articles and papers. Appropriate classification levels will be respected throughout all steps of the PRoTECT project.

4.2 Monitoring and Reporting

The Coordinator will use common software to undertake full scheduling, budgeting control for the purposes of the project itself, towards the Commission Services, and for the partners themselves; the Coordinator could also evaluate any other Project Management System of relevant capabilities.

Monthly updates will be carried out as per the requirements of the contract, and various tables and graphics will be used to demonstrate project progress. The typical graphics include Gantt chart, Network diagram and various histograms depicting resources employed and/or costs.

The reports and graphics to be used will depict deviations from planned project targets including delays or early finishes and their implications on the overall progress will be evaluated. Then the corrective actions that are necessary for implementation will be considered and taken as appropriate.

Results and recommendations will be communicated to the PMT, GA and to the work package leaders so that corrective actions can be taken in a timely manner in order to achieve optimum performance.

One Periodic Report and detailed Implementation Plan will be submitted to the Commission, where detailed reporting and the progress achieved during project execution will be demonstrated.

Project monitoring and reporting will be performed by means of:

- Periodic meeting;
- Periodic reporting;
- Review of main project milestones;
- Audits.

The Periodic Progress Report to the EC is planned in Month 24, while internal periodic progress reports are planned every 4 months.

4.2.1 Periodic progress Report

Periodic Progress Reports (PPRs), also known as **Reporting Period**, must be produced at **Month 24**. The template for the PPR will be made available on the PRoTECT internal website. The PPRs will have the following structure (Table 3):

- | |
|--|
| <ul style="list-style-type: none"> • Explanation of the work carried out by beneficiaries and Overview of the progress <ul style="list-style-type: none"> ○ Objectives ○ Explanation of the work carried per WP <ul style="list-style-type: none"> ▪ Work Package 1 – Project management ▪ Work Package 2 – Vulnerability Assessment ▪ Work Package 3 – Technical Assessment and Open Calls ▪ Work Package 4 – Training & Demonstrations ▪ Work Package 5 – Dissemination & Communications ▪ ○ Impact • Update of the plan for exploitation and dissemination of result (if applicable) • Use of resources <ul style="list-style-type: none"> ○ Unforeseen subcontracting (if applicable) ○ Unforeseen use of in kind contribution from third party against payment or free of charges (if applicable) |
|--|

Table 3: Reporting Period Content and Structure

Periodic Progress Reports will be submitted within **60 days** of the end of each reporting period and will include:

- Activities progress;
- Deliverables and milestones;
- Publications (Authors, title, publication, date);
- Conferences and presentations (Date, location, participants, subject, outcome).
- Effort on each Work package (PMs per WPs and months);
- Meetings (Date, location, subject, attendees);
- Travelling (Date, location, reason to travel, name of the traveller).

Progress reports will also contain the following information:

- a management-level overview of the activities carried out;
- a description of progress toward the objectives;
- a description of progress toward the deliverables foreseen;
- problems encountered during the project and actions taken to correct them.

The Coordinator will be in charge of preparing this and will ask each partner for any additional contributions.

For internal monitoring purpose, **internal periodic progress reports** shall be produced. **Every 4 months** partners will be asked by the Coordinator to report both on the progress of the project activities per WP and on the effort spent per tasks in the current period. The template for the internal reports will be made available on the PROTECT internal website.

In particular,

- a) A **Work Package status report** will be produced by each WP leader with the following information:
 - Activities completed during the period
 - Activities in progress
 - Planned activities for the next months
 - Risks management update
 - Open issues
 - WP Meetings/conference calls
 - Publication of articles

To this goal, the WP Leaders should in turn ask Task leaders to provide their individual contributions.

- b) An **Effort report** will be produced by each partner with the following information:
 - per-Task effort expenditure for the current period
 - Updates to the provisional numbers of the previous period, if any
 - Rationale for any significant deviation with respect to the planned expenditure

4.2.2 Project documents and deliverables

Official Deliverables and Tasks are those that are described in the Description of Work. Official deliverables need to be submitted and approved by the EC. These external constraints and goals are part of the Grant Agreement and therefore need to be met. Any discrepancy between actual and planned achievements needs to be explained and justified. Official deliverables and milestones go through thorough quality control by peer review before being published.

In order to prevent issues for the decoding on the documents, it is recommended to use the following tools:

- Word processing: MS Word.
- Spreadsheet: MS Excel.
- Slides presentation: MS PowerPoint.

- Document for web publication: PDF.

Standard documentation template is available to all partners in the PRoTECT workspace in order to produce standardised documentation.

Project participants who are responsible for the creation of a deliverable can download the template from the PRoTECT workspace and create a document based on this template. Once the Table of Contents (ToC) is defined, the document can be shared by creating a sub-folder in the relevant Work Package folder of the Files section.

The chapters can be worked on in parallel, shared via workspace by uploading the new version to the relevant folder. Once all the chapters are completed, the document can be submitted for an initial, and then final, review.

4.2.3 Change and issue management

All PRoTECT participants should be aware of their commitment.

Nevertheless, unpredictable situations could affect the overall activities of the project, including delays of deliverables. In such cases, all necessary actions can be taken by the PMT with the support of the PCG in order to solve the problem.

If necessary, a reallocation of resources can be considered, evaluated and implemented.

As soon as the PMT detects (or any partner detects and reports) problems, which can endanger the objectives of the project (such as serious delays of deliverables), he could call for an extraordinary PCG meeting or specific meetings with the involved parties. Other issues or requested changes that follow the same procedure could refer to important changes in the planned scope, schedule, and costs.

In this meeting, the situation will be analysed and a decision will be proposed in order to solve the problem. The participant at the origin of the problem will be informed about this decision. After five days, the PCG must decide, according to the answer of the participant, whether to maintain the participant in its role within the consortium or declaring it “not-in-line” with the project execution. In both cases, an appropriate revision of the Work plan will be decided and communicated to the Commission for acceptance.

4.3 Procedures for Project Meetings

The PRoTECT project **kick-off meeting** represented the effective start of the project operations during which participants responsibilities have been shared, technical issues have been identified and debated, cooperation between people involved in each work packages have been started.

The management discussed what is expected from each partner in terms of results, performance and reporting. The detailed course for the whole duration of the project has been confirmed and fine-tuned.

4.3.1 Project meetings

Project meetings are set periodically, as indicated in the DoW, or exceptionally, depending on the project needs, at different levels. Following types of project meetings are foreseen (other may be possible depending on project activities):

- General Assembly Meetings

All the partners involved in the Project are expected to take part in the periodic GA Meetings. Such meetings are chaired by the Project Coordinator and will involve at least one representative per partner. General Assembly meetings are generally planned every four months.

- WP(s) Meetings

Each WP leader calls for physical or virtual meetings of the WP **once every month** or whenever required for the coordination of the effort inside the WP. Meetings could be also organized at any time in the case of an emergency situation. The WP leader should give each of the members of the WP at least ten (10) calendar days' notice and provide in a timely fashion an agenda. WP leader is required to keep and report the WP meeting's minutes in the appropriate Wiki page.

- Review Meetings (including preparation days).

4.3.2 Meeting procedures

➤ **Meeting creation**

Meeting organizer is responsible for:

- creating the new event for the meeting in the PRoTECT calendar;
- mentioning, in the event detail, the agenda and logistic information, as well as the documents that may be relevant to prepare for the meeting. People assigned to chair meeting sessions can be mentioned in the agenda slots, once defined;
- notifying (by means of the Notify to Users social feature) meeting participants about the meeting;
- once the meeting is finished, include in the event detail the list of attendee and a mention to the meeting minutes. Minutes will be uploaded as a separate document in the Files section of the PRoTECT workspace and will also contains action points (that can optionally be added as new events in the calendar).

➤ **Meeting attendance**

Any member of a Consortium

- should be present or represented at any meeting in which his/her organization is involved and invited;
- may appoint a substitute or a proxy to attend and vote at the meeting;
- should actively participate in a cooperative and fruitful manner in the meetings.

Procedures for physical meetings are outlined in Table 4.

Procedure for Meetings		
INVITATION	Responsible	Meeting organizer (PMT or any PCG member)
	Deadline	At least 30 calendar days before the meeting
	Format	<p>Publication of the meeting information in the project collaboration platform as an event in the Calendar:</p> <ul style="list-style-type: none"> creating the new event for the meeting in the PRoTECT calendar mentioning, in the event detail, the agenda and logistic information, as well as the documents that may be relevant to prepare for the meeting. People assigned to chair meeting sessions can be mentioned in the agenda slots, once defined. notifying (by means of the <i>Notify to Users</i> social feature) meeting participants about the meeting.
AGENDA	Responsible	Meeting organizer (PMT or PCG member)
	Deadline	At least 20 calendar days before the meeting
	Format	Upload the agenda in the community portal and mention it in the event invitation and description (see point above)
ADDING AGENDA ITEMS	Responsible	Any member of a Consortium invited/involved in the meeting
	Deadline	<p>At least 10 calendar days before the meeting</p> <p>In some cases, this can happen during the meeting</p>
	Format	<p>Update the agenda and upload it in the community portal, editing the current version.</p> <p>Notify this change to the PMT</p>
MINUTES	Responsible	Meeting organizer (PMT or PCG member)
	Deadline	Within 7 calendar days after the meeting
	Format	<ul style="list-style-type: none"> Minutes will be uploaded as a separate document in the Files section of the PRoTECT workspace and will also contains action points (that can optionally be added as new events in the calendar). Include in the event detail the list of attendees and a mention to the meeting minutes. <p>The minutes can be amended by all members participating the meeting within 3-4 days after sending the draft version.</p> <p>The Meeting organizer integrates all amendments and publishes the accepted minutes in the collaboration platform notifying all the Members within 15 days after the meeting.</p>

Table 4: Meetings procedure

The templates for meeting agenda and minutes are available in the project workspace platform.

Meetings may also be held by teleconference or any other telecommunication means. Remote meetings, such as audio or web conferences, will be held periodically, depending on what established during the Plenary Project meetings.

Specific virtual meetings can be arranged depending on particular needs of the Project.

The invitation (containing information to connect to the meeting) as well as the agenda will be circulated not later than a couple of days before the meeting; the minutes will be prepared in the format of an e-mail and circulated immediately after the conference. No further (strict) constraint is established in order to avoid a bureaucratic overhead.

5 PRoTECT Collaboration, Communication and Dissemination

In order to ensure effective coordination and collaboration as well as good communication among project partners and towards outside entities, a fast, reliable, and easily accessible collaboration and communication infrastructure is crucial.

This will be implemented through a set of communication tools that will be different according to the target audience that the project is willing to reach out.

i.e. an intensive use of electronic communications (e.g., email, web-based exchanges, file sharing, video-conference, etc.), and the dissemination of the project web site to reach out public audiences will be done, while in order to enable fast and efficient exchanges of information within the consortium, the PRoTECT workspace will be the privileged point of communication.

5.1 PRoTECT Online Environment

In order to provide both an operation environment where PRoTECT consortium members can work together and a public showcase of the PRoTECT results, two environments have been set up:

- PRoTECT *Private* Environment - a workspace that will be used by the PRoTECT consortium. This environment is hence called PRoTECT *workspace*;
- PRoTECT *Public* Environment - it is the public side of the PRoTECT workspace. The PRoTECT Public environment is hence called PRoTECT *website*. Detailed information about the website will be provided under D5.2 PRoTECT Website.

The PRoTECT workspace is an online environment dedicated to support all the project activities, related to both management and operational issues, like sharing documents, templates, activities' structure, etc.

The PRoTECT workspace is a collaboration platform and represents the central document repository of the project. It acts as a hub for internal communications and for the delivery and interchange of documents, and multimedia contents.

5.1.1 How to join the workspace

Participation to the PRoTECT workspace is restricted and subject to approval by the workspace administrator (DITSS). Therefore, content shared within the workspace is accessible by workspace participants only.

All project participants are granted access to the PRoTECT shared workspace: all partners and people involved in the project can access to the workspace and can refer to it to download project templates, upload deliverables, participate to discussions related to user scenarios, technical aspect, scientific topics and to propose ideas and insights for the various research topics addressed in the project.

Each project partner is responsible to notify DITSS of changes of project participants in their organization, in order to allow DITSS to update the lists of users involved in the various work packages.

As anticipated, the access to the workspace is controlled by username and password of personal user account, which are assigned by the platform administrator. The process for requesting access to the workspace is the following:

- The partners' main contact should send a request to the admin via email or using the community portal: a discussion for this has already been started. In the request, the partner must include the following information

- name and surname of the contact person he/she may want to add
 - her/his email address
- The person that is requested to be added should be in CC in the email
- The email should be sent to

5.1.2 PRoTECT workspace updates

The content of the workspace is continuously updated and contributed by all the project participants who have been provided with an account, while a strong commitment in animation is expected mainly from WP leaders and from dissemination manager as well as from the project coordinator.

5.2 Internal Communication and Collaboration

In order to assure an efficient internal communication between partners, the PRoTECT project adopts many tools: the internal collaboration platform, the electronic mail, Skype and the phone conference calls.

5.2.1 E-Mail and Mailing lists

Direct emails can be used among participants to manage official communication to a limited set of recipients. This is the case where sensitive or critical information are included. A list of project contacts by role is available on project website, in a specific discussion, where each project participant is responsible for maintaining and updating her/his contact information, until the end of the PRoTECT project.

Mailing lists represent a major communication tools used in the PRoTECT project while the community portal is the main communication tool to be used within the project.

All mailing lists are closed lists: only members registered for a particular list may send messages to the list. To avoid unnecessary emails, each person posting to any of the email lists should ensure that the content of the message is appropriate for the recipients of the list selected.

The possibility of creating new mailing lists corresponding to WPs and taskforces formed during the project will be analysed while the full contact list, including both the consortium members and the end users involved in the project is stored in the PRoTECT workspace.

5.2.2 Skype and GoToMeeting

It is recommended that each participant use the Skype service in order to allow the other project participants to know when a colleague is on-line and quickly check to determine whether they are available for discussions, document exchange and so on.

Skype allows to talk free over the Internet, and if a webcam is available, to also have video-conference. Multi-conference audio calls can also easily be made. A Skype conference is a remote meeting but all times someone among the partners cannot attend a Skype conference (because of internal security policies, for instance), phone conferences will be arranged.

DITSS is also able to provide GoToMeeting services for the consortium.

5.2.3 Phone Conference Calls

Telephone conference calls allow to organize short remote meetings between a restricted set of participants to manage online communications that requires discussion and fast decisions. They can be set up with short notice; participants only need a plain telephone set to participate and do not need to spend time travelling.

Remote meetings will be held periodically: every week or every two weeks, depending on what established during the various project meetings. Specific virtual meetings can be arranged depending on particular needs of the Project.

The information related to connect to the meeting as well as the agenda will be circulated not later than a couple of days before the meeting. The minutes will be prepared in the format of e-mail and circulated immediately after the conference.

Project calls must be reported in the PRoTECT Calendar available at the online workspace.

5.2.4 PRoTECT workspace supporting internal communication

The PRoTECT workspace, already described in paragraph 5.1 plays a crucial role in supporting internal communication within the project participants providing a real-time overview of the project activities.

5.3 External Communication

The communication outside the consortium, targeting the audiences identified in the PRoTECT Dissemination Strategy, such as other European projects or potential end users who might be interested in PRoTECT, Public Administration Entities, etc. will be mainly performed by the public PRoTECT website.

5.3.1 PRoTECT website

Developed by DITSS, the PRoTECT website will be accessed through www.protect-cities.eu

A detailed description about the PRoTECT website will be provided in *D5.2 – PRoTECT Website*.

5.3.2 PRoTECT Logo

The PRoTECT logo will be used in all the official communications and in all the cases when the communication is addressed to external audiences.

The PRoTECT logo as well as the font used in the logo type is available in the community portal. Specifically, the logo is available in the following formats and in different versions.



Figure 3: PRoTECT Logo

5.3.3 Press releases

All partners are allowed to issue *individual* press releases mentioning PRoTECT. Common press releases will be issued jointly by the dissemination partner DITSS. Common press releases can be proposed by any partner by sending a request to DITSS. The requesting partner may also propose an initial text.

5.3.4 Publications, Presentations, Papers

If one or more partners intend to submit for publication a part of work performed within the project, the partner shall inform the Coordinator (DITSS) and the consortium involved members 45 days before the submission, by sending an email to them with the relevant information about that publication (titles, authors, abstract).

Any objection to the planned publication shall be made in accordance with the Grant Agreement in writing to the Coordinator and to the Party or Parties proposing the dissemination within 30 calendar days after receipt of the notice. If no objection is made within the time limit stated above, the publication is permitted. Example of justified objections are: **(a)** the objecting Party's legitimate academic or commercial interests are compromised by the publication; **(b)** the protection of the objecting Party's Foreground or Background is adversely affected; **(c)** legal, privacy, ethical constraints are not respected. Other objections could be justified. However, any objection has to include a precise request for necessary modifications.

If an objection has been raised, the involved partners shall discuss how to overcome the justified grounds for the objection on a timely basis (for example by amending the planned publication and/or by protecting information before publication) and the objecting partner shall not unreasonably continue the opposition if appropriate actions are performed following the discussion.

A written acceptance shall be returned to the partner (within 2 weeks) before he/she proceeds to the submission. Moreover, the participation in exhibitions through a stand and the presentation of demos of the project results require prior agreement of the whole project Consortium.

All publications, presentations, active participation to events etc. in the name of the project must be announced to the Coordinator and will be centrally documented. Updates need to be done in the respective tables in the interim reports.

6 Risk Management and Quality Assurance

6.1.1 Risk Management

The PRoTECT will perform continuous evaluation throughout the project, identifying any possible problems/risks at an early stage so that solutions can be elaborated in time. A systematic approach is to be adopted for monitoring resource spending against project budget and for achievements against schedule and critical success factors.

A Risk Management process will be defined with the following main elements:

- **Risk Planning**, that will be initiated the initial months of the project to specify and identify risk management procedures and responsibilities;
- **Risk Identification**, that aims to identify risks of any nature that might occur in the project;
- **Risk Analysis**, that evaluates the likelihood and the severity of each risk and its potential impact on the project;
- **Contingency Actions**, that aims to identify the measures and the processes should be undertaken to manage risks. Contingency actions define who is responsible for the risk and the scope of the contingency action;
- **Monitoring Results** is the process of keeping track of the risks and evaluating the effectiveness of the contingency actions. Monitoring may also provide a basis for developing additional response actions and identifying new risks. This will also take place continuously, throughout the project.

The accuracy of identified risks will be reviewed quarterly, and the plan will be improved and completed accordingly. Risks, problems and open issues will be discussed during periodic plenary and board restricted meetings. Detailed information about PRoTECT Risk Management will be treaded in “D1.2 - Risk Management and Quality Assurance” due at M3.

6.1.2 Quality Assurance

Ensuring an affordable planning and good quality to the overall project results is part of the overall management mandate.

The main objectives of the PRoTECT quality assurance policy are:

- to implement and maintain a quality system
- to identify for all partners involved their responsibilities regarding quality
- to ensure that all deliverables comply with the grant agreement
- to ensure that all processes relevant to the project are organised and monitored to a high level of effectiveness and quality.

Detailed information about PRoTECT Quality Assurance will be treaded in “D1.2 - Risk Management and Quality Assurance” due at M3.

7 Conclusions

The present report defines rules, procedures and best practises that the PRoTECT project participants have to follow in order to achieve high-level results.

All the project bodies were defined and explained on the basis of what was already established in the proposal and accepted by all the participants by signing the Consortium Agreement.

This report represents the reference of all Consortium members for all the procedures with which partners must be compliant.

