**DICOMA** Project**:** Disaster Control Management


**DELIVERABLE D7.1**

# Project Management and Quality Assurance Plan

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# 1. PURPOSE

The aim of the DICOMA Project Handbook is to give an overview of the most relevant project information, operational procedures and quality procedures in order to run the DICOMA Project adequately.

The Project Handbook aims to be a project management tool, providing some useful information for project partners and WP leaders to carry out their tasks. It explains the procedures to be followed to assure that activities are carried out on time and with the highest quality possible. Explanation about some of the most important administrative procedures (i.e. Project Reporting) is also given in this deliverable.

Furthermore, the purpose of the deliverable is also to shortly elaborate on issues stated in the Consortium Agreement from a practical point of view. However, in the event of discrepancy between documents, this Project Handbook is overruled by the Consortium Agreement with its possible addendums.

This document could suffer modifications through the lifecycle of the DICOMA project extending the information given now, or including new issues or changes in the project procedures.

Each time the document is updated, all the project partners will be informed of the publication of the new version and the changes made with respect to the previous version.

# 2. PROJECT BASICS

## 2.1. Project Participants and Contacts

The project partnership is the following:

| Partner | Country | Type |
|---|---|---|
| **Answare Tech** | **Spain** | **SME** |
| **Athena GS3** | **Israel** | **SME** |
| **Centre de Visio per computador** | **Spain** | **UNI** |
| **DeustoTech** | **Spain** | **UNI** |
| **Finnish Meteorological Institute** | **Finland** | **RES** |
| **Indra Software Labs** | **Spain** | **IND** |
| **Mantis** | **Turkey** | **SME** |
| **Mattersoft OY** | **Finland** | **SME** |
| **Mobisoft Oy** | **Finland** | **SME** |
| **Oulu University of Applied Sciences** | **Finland** | **UNI** |
| **Savox Communications Oy** | **Finland** | **SME** |
| **Universitat de Girona** | **Spain** | **UNI** |
| **Universitat Politècnica de Catalunya** | **Spain** | **UNI** |
| **University of Seville** | **Spain** | **UNI** |
| **VTT** | **Finland** | **RES** |

The project contact list (including the project participants on the date of delivery of this document) is included in Annex I of this document (Contact list). It can be downloaded from the project website too (**http://www.innovationenergy.org/dicoma**, under the "Private Area" menu; accessible for project partners).

New contacts or changes/corrections to the current contacts should be sent to pmo@dicoma.com as contact information responsible.

## 2.2. Project Duration and Budget

The effective start of the project is **2011.12.01**, and the project ends 35 months later, on **2014.11.30**.

The project has an overall budget of 10.402.000 €, distributed among the different subconsortiums that integrate the project.

The budget for the project, as well as its distribution between the members of the consortium is detailed in the latest Change Request approved by the ITEA Board. Specifically, each partner's particular budget can be found in the file "DICOMA – Project Statistics" that was submitted with the Change Request.

Each subconsortium involved in the project had to apply for funding to their own National Authorities, with specific rules and regulation applying in each individual country. It is up to consortium members,

and specially to country coordinators to follow these rules and regulations so that the expenses in the project are accepted by their respective authorities.

The distribution of each of the partner's budget among different work packages is an estimation. It is allowed to shift budget from one work package to another as far as the quantities are not very high. Shift of high budget quantities might require the explicit approval of the ITEA Board through a Change Request.

## 2.3. Contractual Documents

The reference documents for the project Consortium members, which define the tasks, rights and obligations of the partners are the latest approved FPP (Full Project Proposal) and the Consortium Agreement (including its addendums if any). Both documents can be accessed through the DICOMA website, private area.

### 2.3.1. FPP – Full Project Proposal

The latest approved Full Project Proposal is the binding document which defines the rights and obligations of the Consortium regarding ITEA. The Grant Agreement includes the following sections:

- Description of Work: This is the section which describes the work to be performed by the project Consortium.
- Consortium Overview: This section details the overall project structure, including the technical and management committees.
- Dissemination and Exploitation of Results: The strategy for disseminating and exploiting the project results by each consortium member is included in this section

The latest approved Full Project Proposal is available for all partners in the project website (**http://www.innovationenergy.org/dicoma**, under the "Private Area" menu; accessible for project partners).

### 2.3.2. Consortium Agreement

The Consortium Agreement is the internal contract of the consortium partners which has been signed and is accepted by all partners. It defines the Consortium internal rules for project management as well as the Consortium organization and decision taking mechanisms.

The project Consortium Agreement is available for all partners in the project website (**http://www.innovationenergy.org/dicoma**, under the "Private Area" menu; accessible for project partners).

# 3. PROJECT STRUCTURE

The work to be carried out in DICOMA has to follow the description of work, project schedule and budget as laid down in the FPP of the project (concretely as it is laid down in the Full Description of Work).

The project and work organization is mainly defined by the project Work Packages and project Deliverables.

## 3.1. Work Packages

The Work Package structure and WP relations as defined in the Description of Work is shown in the following figure. The project is divided into eight work packages (WP) involving four different categories:

1. Project requirements definition. (WP1)
2. Project development. (WP2, WP3, WP4 and WP5)

3. Dissemination, standardization and exploitation (WP8, WP6)
4. Project coordination and management (WP7)

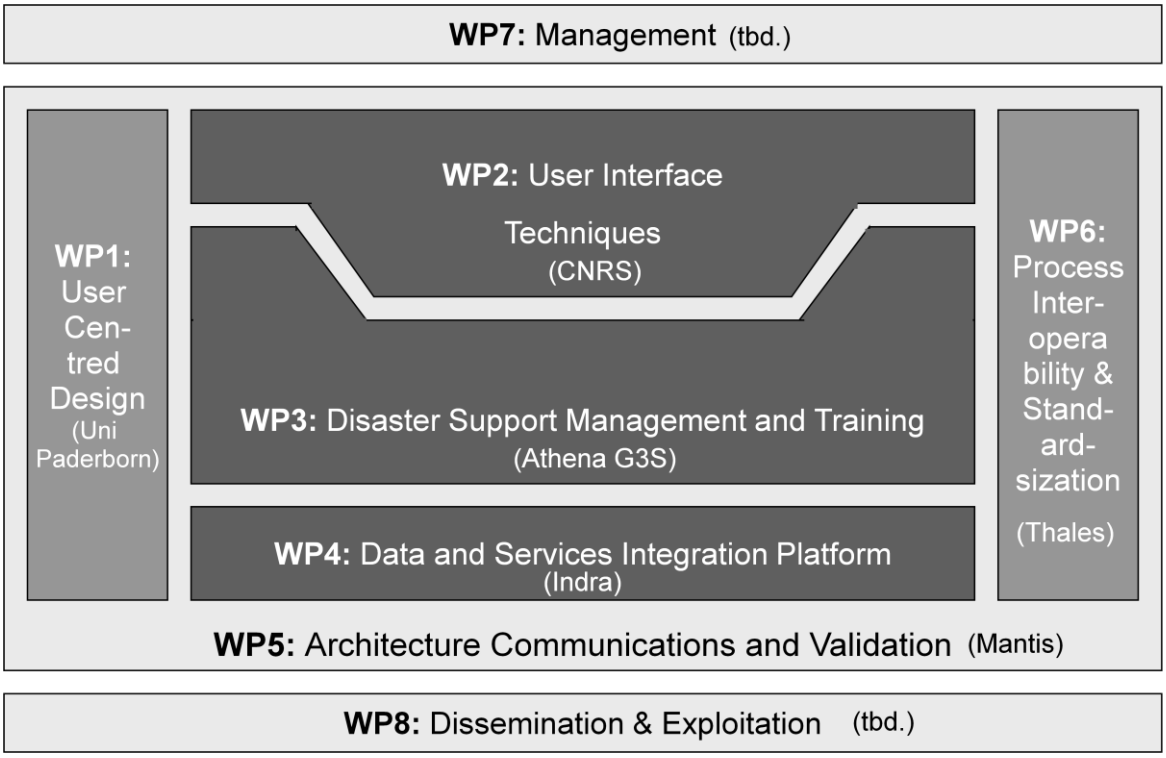



**Figure 1. DICOMA Project Structure**

From the beginning of the project, WP1 (User Centred Design) and WP8 (Dissemination & Exploitation) start in parallel. As soon as technical and business requirements are available, WP7 (Dissemination, Standardization and Exploitation) could start. WP7 will be performed in parallel with all the work packages, increasing the project visibility in different scopes. Concerning the project development activities, once WP2 (System architecture and functional framework definition) starts to produce results, WP3, WP4, and WP5 could be carried out in parallel. Finally, WP6 (System integration, Testing and Demonstration) will start as soon as the previous work packages produce their results.

The detailed description of each of the Work Package's work can be found in the FPP, Chapter 4.2 (Work Packages Description).

Each Work Package has its own WP leader, whose responsibility is the completion of the work described for each of the Work Packages (find more details about WP leaders' responsibilities in chapter 4 of this document). Each Work Package shall be divided into several tasks. For each task, a leader shall be appointed in accordance with the Description of Work, which shall report to the relevant Work Package Leader.

## 3.2. Work Plan

The following figure shows the DICOMA project work plan, with the estimated start and finish dates for all the work packages and the tasks associated to them.

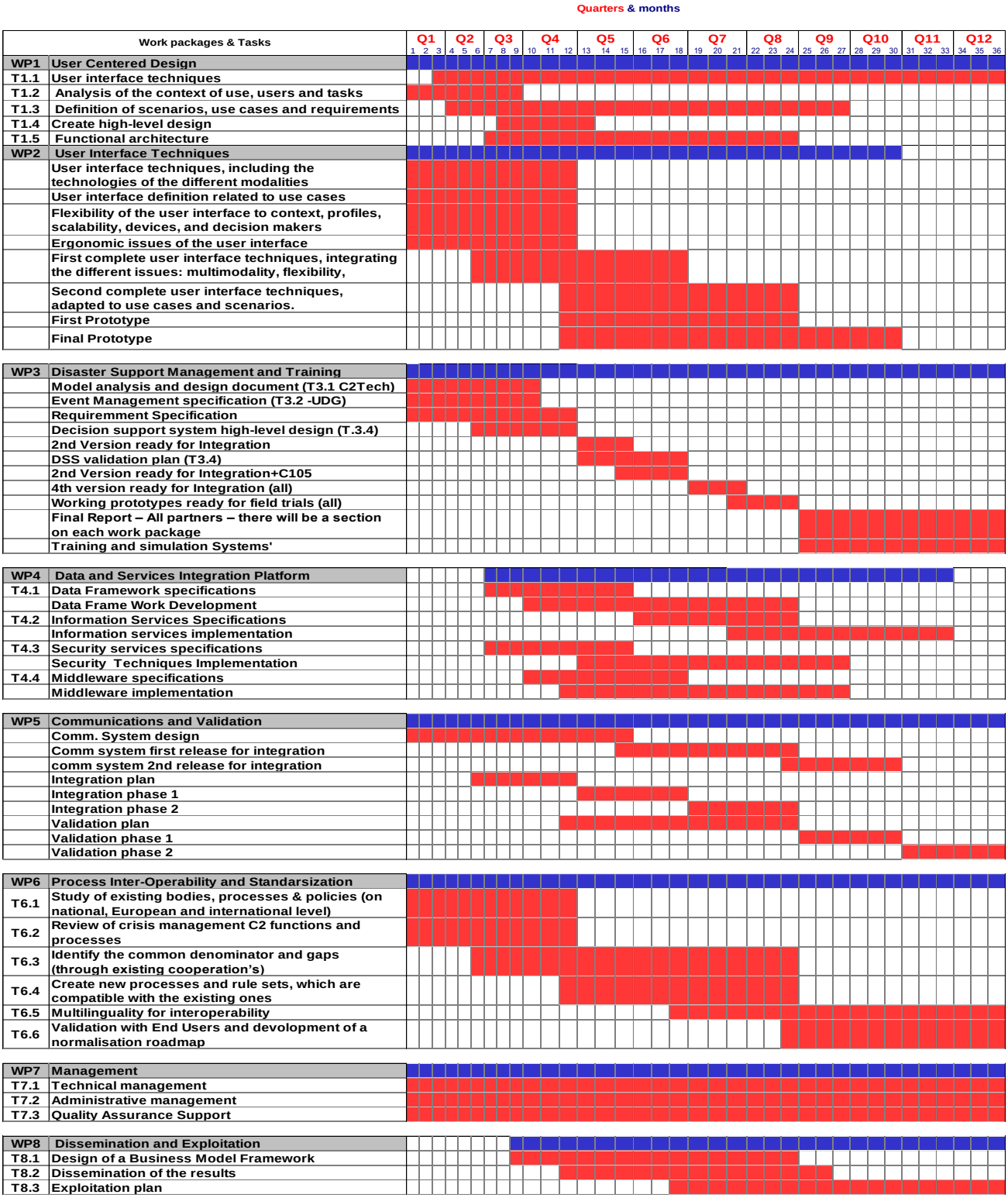



**Figure 2. DICOMA Work Plan**

## 3.3. Project Efforts and Responsibilities

The following table shows the overall project efforts and responsibilities, highlighting the work package and task leaders and indicating the country leaders as well.

Work package leaders are shown in red while task leaders appear in green. Country leaders are displayed at the top of the table, right under the name of all members belonging to a particular country.

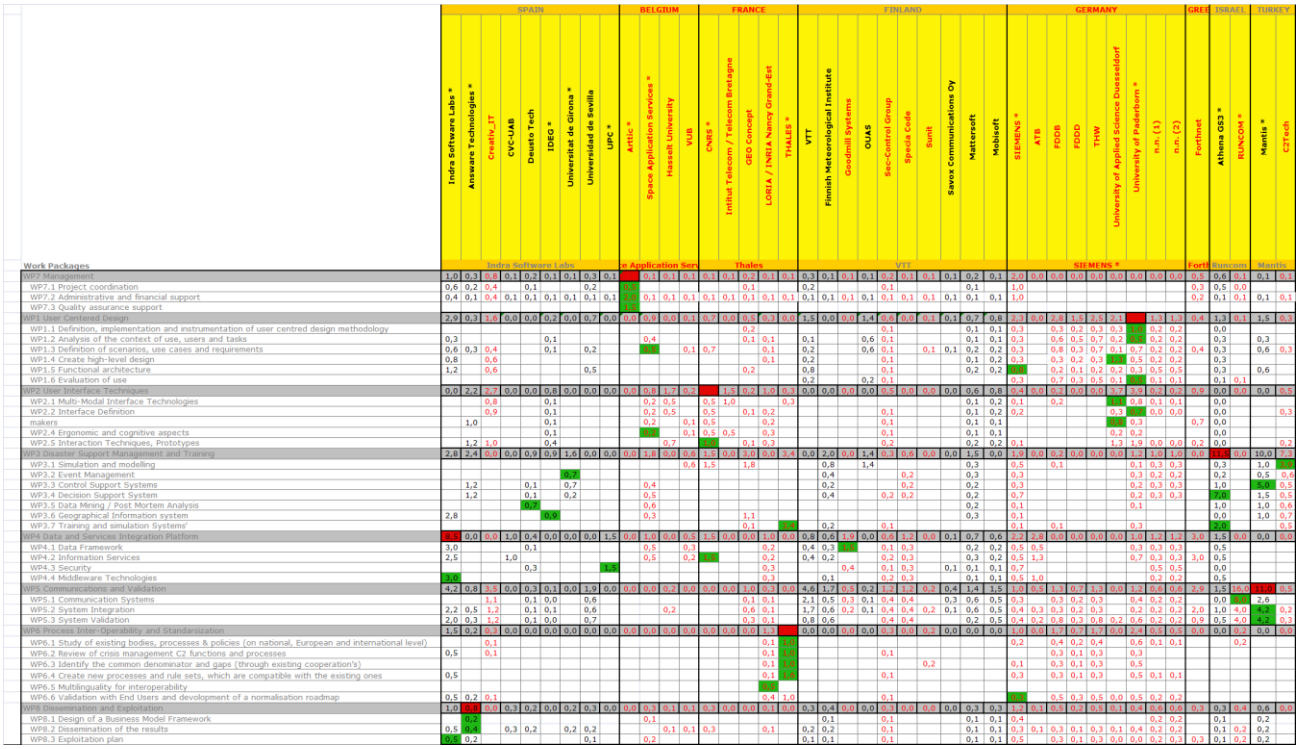


**Table 1. DICOMA Project Efforts and Responsibilities**

A special note should be made regarding this table, since some Subconsortiums that have still not obtained funding appear on it. They are shown, since there are still possibilities that they will obtain funding in the future.

## 3.4. Deliverables

The list of deliverables for the 27 months of the project is shown next. It is shown in chronological order in order to facilitate the project deliverable submission follow up.

Each of the deliverables **must** be finished and submitted at the latest on the date shown in the table below. In case any kind of delay is detected, this should be reported to the Project Technical Coordinator (TMC leader) by the Work Package leader, so the necessary corrective actions are taken.

**The guiding point of all work and planning in the DICOMA project will be the Deliverables table as described below.**

| Deliverable Id | Deliverable name | Work package | Type | Scope |
|---|---|---|---|---|
| D1.1 | Specification of the UCD-Process (Methodology, initial Version of process model) | 1 | Document | T0+3 |
| D1.2 | Specification of the UCD-Process (Definition of methods, artefacts) | 1 | Document | T0+6 |
| D1.3 | Specification of the UCD-Process (Updated version depending on organizational requirements) | 1 | Document | T0+12 |
| D1.4 | Specification of the UCD-Process (Updated version including lessons learned) | 1 | Document | T0+24 |
| D1.5 | Specification of the UCD-Process (Final report on UCD process | 1 | Document | T0+36 |

| | | | | |
|---|---|---|---|---|
| | methodology including lessons learned) | | | |
| D1.6 | Description of the analysis and results (Results from 1st Interviews and workshops) | 1 | Analysis-Report | T0+4 |
| D1.7 | Scenario Description (1st version: high level identification of relevant scenarios and context of use) | 1 | Document | T0+5 |
| D1.8 | Requirements Definition (1st version: high-level requirements) | 1 | Specification | T0+6 |
| D1.9 | Description of the analysis and results (Results from 2nd Interviews and workshops) | 1 | Analysis-Report | T0+8 |
| D1.10 | Scenario Description (2st version: definition of relevant scenarios and organizational constraints) | 1 | Document | T0+9 |
| D1.11 | Use Cases (1st version: high-level use case definition) | 1 | Document | T0+12 |
| D1.12 | Requirements Definition (2nd version: high-level workflow requirements) | 1 | Specification | T0+13 |
| D1.13 | Description of the analysis and results (Results from 1st end-user demonstration) | 1 | Analysis-Report | T0+18 |
| D1.14 | Use Cases (2st version: workflow descriptions, constraints) | 1 | Document | T0+20 |
| D1.15 | Requirements Definition (3nd version: workflow and detailed requirements) | 1 | Specification | T0+14 |
| D1.16 | Requirements Definition (4nd version: additional requirements) | 1 | Specification | T0+18 |
| D1.17 | Description of the analysis and results (Results from 2nd end-user demonstration) | 1 | Analysis-Report | T0+24 |
| D1.18 | Use Cases (3rd version) | 1 | Document | T0+26 |
| D1.19 | Requirements Definition (5th version) | 1 | Specification | T0+27 |
| D1.20 | | 1 | | |
| D1.21 | High-Level-Design (1st version: concept, sketches) | 1 | Design-Prototype | T0+8 |
| D1.22 | High-Level-Design (2nd version: video, designs) | 1 | Design-Prototype | T0+12 |
| D1.23 | High-Level-Design documentation | 1 | Document | T0+13 |
| D1.24 | Functional Architecture (1st version: high level concept of modules, interfaces) | 1 | Specification | T0+8 |
| D1.25 | Functional Architecture (2nd version) | 1 | Specification | T0+14 |
| D1.26 | Functional Architecture (3nd version) | 1 | Specification | T0+20 |
| D1.27 | Functional Architecture (4nd version) | 1 | Specification | T0+24 |
| D1.28 | Evaluation Report (1st version) | 1 | Report | T0+6 |
| D1.29 | Evaluation Report (2nd version) | 1 | Report | T0+12 |
| D1.30 | Evaluation Report (3rd version) | 1 | Report | T0+24 |
| D2.1 | User interface techniques, including the technologies of the different modalities | 2 | Document | T0+12 |
| D2.2 | User interface definition related to use cases | 2 | Document | T0+12 |
| D2.3 | Flexibility of the user interface to context, profiles, scalability, devices, and decision makers | 2 | Document | T0+12 |
| D2.4 | Ergonomic issues of the user interface | 2 | Document | T0+12 |
| D2.5 | First complete user interface techniques, integrating the different issues: multimodality, flexibility, ergonomic | 2 | Document | T0+18 |
| D2.6 | Second complete user interface techniques, adapted to use cases and scenarios. | 2 | Document | T0+24 |
| D2.7 | First version of the prototype: proof of concepts | 2 | Prototype | T0+24 |
| D2.8 | Second version of the prototype: operational interface | 2 | Prototype | T0+30 |
| D3.1 | Model analysis and design document (T3.1 C2Tech) | 3 | Document | T0+10 |
| D3.2 | Event Management specification (T3.2 -UDG) | 3 | Document | T0+10 |
| D3.3 | Process Control system specification (T3.3-Mantis) | 3 | Document | T0+10 |
| D3.4 | First version ready for integration (All Tasks) | 3 | Software prototype | T0+12 |
| D3.5 | Data-mining and Geographical reports (T3.5) | 3 | Document | T0+10 |
| D3.6 | Geographical information – external interface definition (T3.6) | 3 | Document | T0+10 |
| D3.7 | Decision support system high-level design (T.3.4) | 3 | Document | T0+12 |
| D3.8 | 2nd version ready for Integration (all) | 3 | Software Prototype | T0+15 |
| D3.9 | DSS validation plan (T3.4) | 3 | Document | T0+18 |
| D3.10 | 3nd version ready for Integration (all) | 3 | Software | T0+18 |

| | | | | |
|---|---|---|---|---|
| | | | Prototype | |
| D3.11 | 4th version ready for Integration (all) | 3 | Software Prototype | T0+21 |
| D3.12 | Working prototypes ready for field trials (all) | 3 | Software prototype | T0+24 |
| D3.13 | Final Report – All partners – there will be a section on each work package | 3 | Document | T0+36 |
| D3.14 | Model analysis and research summary | 3 | Document | T0+24 |
| D3.15 | T0+16 Event management spec – final version | 3 | Document | T0+24 |
| D3.16 | Process Management plan – based on Use cases defined in WP1. (T3.1) | 3 | Document | T0+18 |
| D3.17 | Training plan for validation phase in Wp5 (T3.7) | 3 | Document | T0+24 |
| D3.18 | Training tools and documentation for validation phase (T3.7) | 3 | Software | T0+24 |
| D4.1 | Data and domain ontology | 4 | Specifications | T0+12 |
| D4.2 | Preliminary data format specification (architecture, formats) | 4 | Specifications | T0+12 |
| D4.3 | Preliminary data storage definition (data stored, storage architecture, description of interfaces) | 4 | Specifications | T0+12 |
| D4.4 | Final data format specification | 4 | Specifications | T0+15 |
| D4.5 | Final data storage definition | 4 | Specifications | T0+15 |
| D4.6 | Beta release for data storage sub-system, data acquisition and gateways | 4 | Software | T0+21 |
| D4.7 | Data storage sub-system, data acquisition and gateways tested | 4 | Software | T0+24 |
| D4.8 | Preliminary specifications of the information services | 4 | Specifications | T0+20 |
| D4.9 | Final design of the information services | 4 | Specifications | T0+24 |
| D4.10 | Intermediate implementation of the information services | 4 | Software | T0+30 |
| D4.11 | Final implementation of the information services | 4 | Software | T0+33 |
| D4.12 | Security services preliminary specifications | 4 | Specifications | T0+12 |
| D4.13 | Security services final specifications | 4 | Specifications | T0+15 |
| D4.14 | Beta release of security services | 4 | Software | T0+24 |
| D4.15 | Final implementation of security services | 4 | Software | T0+27 |
| D4.16 | Results from middleware evaluation | 4 | Report | T0+14 |
| D4.17 | Middleware architecture definition | 4 | Specifications | T0+18 |
| D4.18 | Middleware solution customization | 4 | Software | T0+24 |
| D4.19 | Release of development toolkit for distributed applications integrated with middleware | 4 | Software | T0+27 |
| D4.20 | Release of interfaces to middleware solution | 4 | Software | T0+27 |
| D5.1 | Design Document Identification of communication requirements and functionalities | 5 | Design Document | T0+9 |
| D5.2 | Specifications Unit and Integration Test Specifications | 5 | Specifications | T0+15 |
| D5.3 | Specifications System Test Specifications | 5 | Specifications | T0+24 |
| | | | | |
| D5.4 | Design Document Prototype Architecture | 5 | Design Document | T0+15 |
| D5.5 | Design Document Integration Plan | 5 | Design Document | T0+12 |
| D5.6 | Design Document Validation Plan | 5 | Design Document | T0+18 |
| D5.7 | Design Document Training Plan | 5 | Design Document | T0+24 |
| D5.8 | Specifications Acceptance Test Specifications | 5 | Specifications | T0+24 |
| D5.9 | Document Validation Maintenance Procedure | 5 | Document | T0+30 |
| D5.10 | Document Validation Report | 5 | Document | T0+36 |
| D5.11 | Prototype of Ad-Hoc System | 5 | Prototype | T0+30 |
| D5.12 | Results Outcomes of Lab and Field Test | 5 | Results | T0+36 |
| D6.1 | A methodology and a framework of the study | 6 | Specification | T0+3 |
| D6.2 | Report on European Co-operation and Interoperability in European Civil Protection | 6 | Report | T0+9 |
| D6.3 | A methodology and a framework of the review and the types of crises to focus on | 6 | Specification | T0+6 |
| D6.4 | Report on priorities and measures to take in order to improve co- | 6 | Report | T0+12 |

| | | | | |
|---|---|---|---|---|
| | operation and interoperability in those two contexts. | | | |
| D6.5 | A summary of general requirements for emergency information systems interoperability | 6 | Specification | T0+15 |
| D6.6 | Report on international standards on co-operation and interoperability of Civil Protection information systems | 6 | Report | T0+18 |
| D6.7 | Requirements analysis and the mapping of messages to be developed. | 6 | Specification | T0+24 |
| D6.8 | Concept of functional interoperability between EMIS (Emergency Management Information Systems) | 6 | Specification | T0+24 |
| D6.9 | Messages structure development | 6 | Specification | T0+30 |
| D6.10 | Generic platform for modelling and managing multilingual information in various domains: localization, translation, multimedia annotation, document management, digital library support, and information or business modelling applications | 6 | Specification and software | T0+35 |
| D7.1 | Project management and quality assurance manual, A Handbook describing the project management and quality assurance procedures | 7 | Document | T0+3 |
| D7.2 | Internal collaborative web-based platform operational | 7 | Website | T0+3 2011 |
| D7.3 | Internal quarterly progress reports including QA findings and corrective actions | 7 | Document | Quarterly |
| D7.4 | project progress reports submitted to ITEA2 Office | 7 | Document | Half-yearly |
| D7.5 | Project presentation at ITEA2 Symposium | 7 | Poster or Demonstration | Yearly |
| D8.1 | Internal communication platform | 8 | Information workspace | T0 |
| D8.2 | External presentation | 8 | Website + leaflet + CD-ROM | T0+3 (continuously updated) |
| D8.3 | Dissemination plan (organization of publications) and Exploitation plan (detailed description of expected results for exploitation) Yearly workshop | 8 | Document | T0+12 (yearly updated) |

Each deliverable is associated to one or more tasks of the project and therefore has one or more contributors. Each deliverable has usually a main responsible, which is the coordinator of the task associated to the deliverable. This responsibility is always shared with the WP leader which is responsible for the work in the Work Package (including the deliverables).

In order to have the highest possible quality of project deliverables, **the contributions to the deliverables have to be (if possible) original**, not extracted or copied from other sources. Nevertheless, **information taken from other sources could be valid and valuable for some deliverables**, **but in these cases, it is necessary to explicitly reference the source** from which the information has been taken.

Regarding the role of the responsible of each deliverable, take into account that its labour goes further than being only the coordinator of the task and gathering the inputs of other participants in the task. In this sense, the responsible of each deliverable is supposed to be very active in contributing to the deliverable (including contributions in text) and in giving it the necessary coherence and final quality. WP leaders are also supposed to have a leading role in the elaboration of each deliverable, as each WP leader is the first responsible of the quality of the deliverables generated within each WP.

## 3.5. Milestones

The following table summarizes the project milestones that will be reached during the project. Milestones are dates at which major results are the basis for a next phase of work, or at which decisions are needed (for

example, concerning which of several technologies will be adopted as the basis for a next phase of the project).

| Milestone | Milestone Description | Date |
|---|---|---|
| M0 | Kick-off (T0) | 0 |
| M1 | Specifications Draft – WP's1,2,3,4 | T0+6 |
| M2 | Specifications freeze – Entire project | T0+12 |
| M3 | Integration starts (requires readiness from WP1-WP4 | T0+13 |
| M4 | Validation starts(requires successful integration) | T0+25 |
| M5 | Study of crisis mgmt functions and procedures | T0+12 |
| M6 | Creation of new processes compatible with existing procedures | T0+24 |
| M7 | Final Reports (project ends) | T0+36 |

# 4. PROJECT MANAGEMENT

Project management will be organised in two levels: the first one in charge of strategy management and reporting and the second one in charge of technical issues:

- The Project Co-ordination and Management Committee (PCMC) will ensure the overall project responsibility, administrative issues and will report to ITEA.
- The Technical Management Committee (TMC) will be in charge of the technical aspects of the work and will report to the PCMC for arbitration.

Within this frame, participants can have different levels of responsibility:

- Core Partner: an organisation which is a member of the PCMC and participates to TMC meetings, who reports to the PCMC Leader and who has the responsibility for one or several 'associated partners(s)' as a result of being a local coordinator or a work package leader. At least one organisation per country must be core partner. Figure 3 shows the proposed project structure by country. All local coordinators will be core partners and will inform the PCMC Leader about the project progress in each country.
- Associated Partner: an organisation which participates to TMC meetings. Associated Partners report to their Core Partner for their deliverables and technical work.

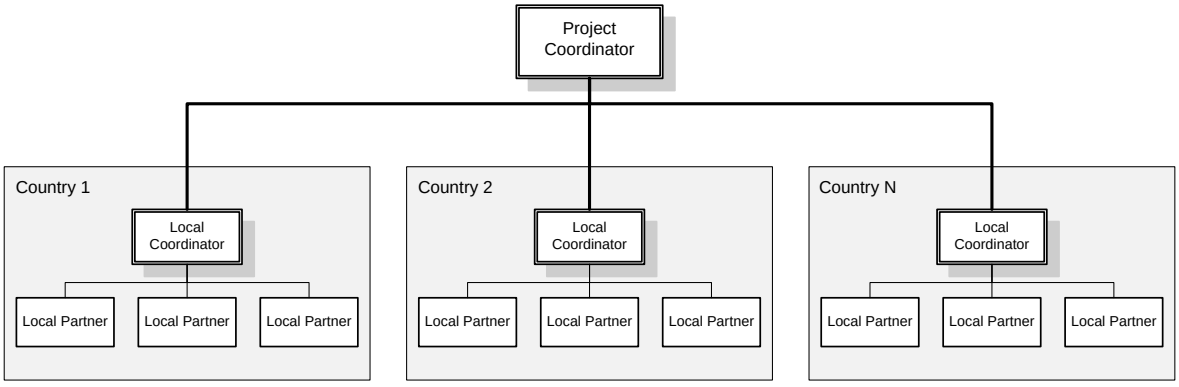



**Figure 3. Project Structure by Country.**

## 4.1. Functions and Responsibilities of the Committees

The functions and responsibilities of the committees are the following:

- The Project Co-ordination and Management Committee (PCMC)

  The Project Co-ordination and Management Committee is responsible for the overall management, planning and control of the project, especially for any program changes or any major re-allocation of resources. It is responsible for setting up the overall objectives, time scales and milestones for the project. It also reviews and authorises the dissemination material. It must also monitor progress according to the project plan (see WP8). Figure 4 shows the proposed structure for the PCMC. Work package leaders and local coordinators will be members of the PCMC, reporting progress on the work package tasks and about those identified problems that could affect the project.

  *PCMC leader:* Indra Software Labs

  *Participants:* WP leaders and local coordinators

  *Schedule Meetings:* At least one face-to-face meeting every six months. Meetings could be arranged as requested by PCMC members under detected project risks.

**Project Co-ordination and Management Committee**

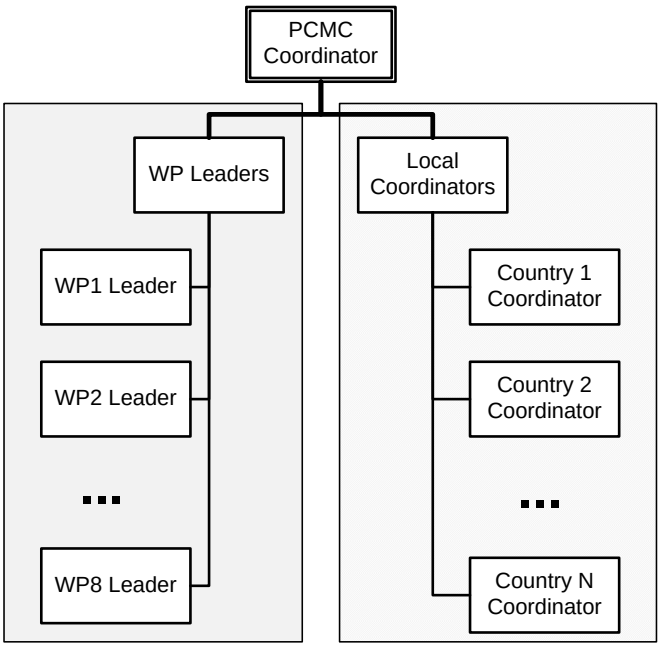



**Figure 4. PCMC structure.**

- The Technical Management Committee (TMC)

  The Technical Management Committee is responsible for the technical and scientific co-ordination for the day to day management of the work and for the closest collaboration at the task level. In this sense, it is responsible for checking that the work in progress is aligned with the planned work and for preparing reactive actions when deviations are detected.

  It is also responsible for collecting inputs from the partners and preparing the regular work package reports, as well as for reviewing and approving any publication and dissemination action related to the project content. From this point of view, it advises the PCMC about technical issues, including dissemination and exploitation activities.

  At the lowest organizational level, each project task has task contributors in different countries and there is a task coordinator that is in charge of reporting to its work package leader about the task status and progress. At the second organizational level, work package leaders, as it has been mentioned before, receive reports from task coordinators and they are in charge of reporting to the

TMC about the work package status.

*TMC leader:* Indra Software Labs

*Participants:* WP leaders

*Schedule Meetings:* At least one face-to-face meeting every six months. Meetings could be arranged as requested by TMC members under detected project risks.

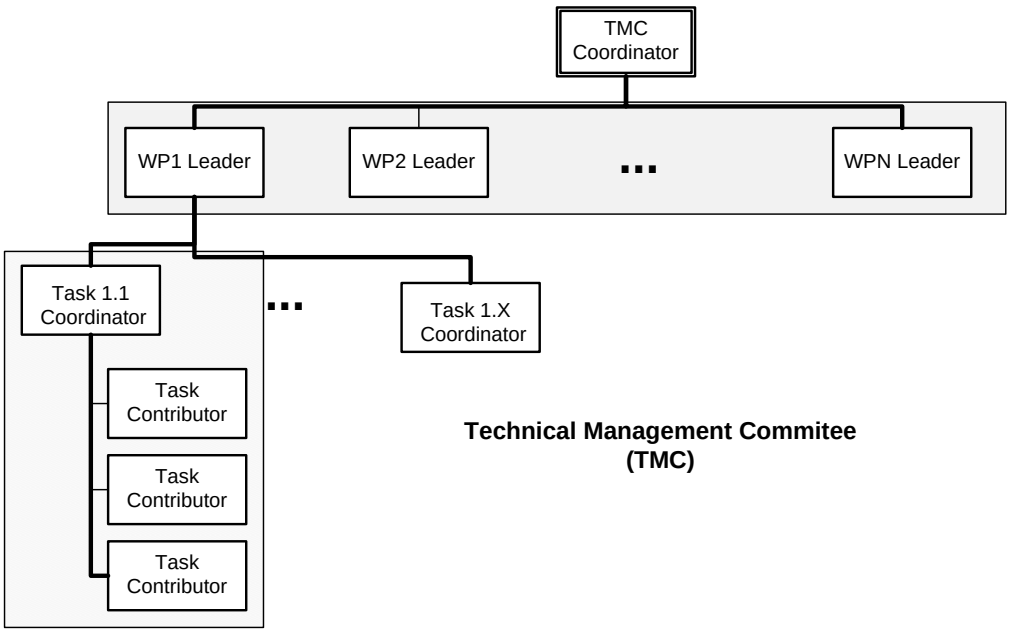



**Figure 5. TMC structure**

## 4.2. Project Roles

The roles of the different participants in the project are the following:

- **PCMC Leader**

  The PCMC leader will coordinate all management, administrative, financial and legal issues. PCMC will coordinate the communication with ITEA officials. In this sense, the PCMC leader is responsible for:

  - Preparing the agenda and the needed documentation in PCMC meetings.
  - Meeting minutes elaboration.
  - Maintaining all project documentation.
  - Producing the annual technical reports, change requests and budget justification to the ITEA2 officials.
  - Coordinating all management, administrative, financial and legal issues.
  - Checking that funding has been received by each company.

- **Local Coordinator (LC)**

  LC will act as the local contact to the PCMC. LC is in charge of report to the PCMC about administrative, financial and legal issues that affects the project. Each country will have a local coordinator.

- **TMC Leader**

The TMC leader will coordinate all technical issues. TMC leader will oversee the different work packages through work package leaders to identify potential risks that could affect the project plan. If problems are detected, it will also be responsible for boosting reactive actions.

- **Work Package Leader (WPL)**

  WPL should review the work package plan and tasks to suggest any changes that benefit the overall project plan. WPL will follow up the development of the work package according to the milestones established in the work plan. In this respect, the WP leader is responsible for:

  - Organizing working sessions among WP participants.
  - Coordinating and following up the WP progress according to the milestones established in the work plan.
  - Representing the WP at PCMC and TMC meetings.
  - Assessing detected problems during the WP.
  - Coordinating WP activities.
  - Checking that deliverables are prepared on time.
  - Moderating internal discussions.
  - Producing work progress reports (overall task status).

- **Task Coordinator (TC)**

  TC will follow up the development of the task according to the milestones established in every work plan. TC will receive progress reports from task contributors and it will assist task contributors if some difficult arise. From this point of view, the TC is responsible for:

  - Organizing working sessions among WP participants.
  - Coordinating and following up the task progress according to the milestones established in the work plan.
  - Representing the Task in WP general meetings.
  - Assessing detected problems during the task.
  - Coordinating task activities.
  - Checking that the required information for each deliverable is prepared on time.
  - Moderating internal discussions.
  - Reporting to the WPL the task status and any difficulties that might arise.

- **Task Contributor**

  Task contributors will perform the project tasks. They will report to TC about their progress and also about the risks that are identified during the project execution.

## 4.3. Decision Process

Major project decisions will be taken by the PCMC with the technical support of the TMC. Work package level decisions will be taken by the partner in charge of the work package. Possible conflicts will be eventually arbitrated by the PCMC Leader, who is the overall Project Leader.

### 4.4. Information Flow and Confidentiality

Documents will be produced by the tasks coordinators, work packages leaders and the PCMC with confidential mentions about their internal/external use. The information will flow from the bottom-up and also from the top-down through typical communication methods: email, phone, net meetings, etc. Summary project information will be disseminated as public reports and they will be made available for everybody through the project public web site.

(Find more details about information flow in chapter 5 of this document).

### 4.5. Deliverables management

The work packages are lead by dedicated partners who ensure the responsibility for the outcome of those packages. The individual work packages are divided into several tasks which are performed by consortium partners and that also have a leader responsible for it. The partners involved in a task are responsible for the elaboration of each deliverable, and the task leader is responsible for the outcome of the deliverable. Finally, the work package leader is in charge of supervising that the deliverables are in line with the objectives of the work package. The PCMC, supported by the TMC if necessary, will have the responsibility for checking the deliverables issued from different work packages.

(Find more details about deliverables management in chapter 5 of this document).

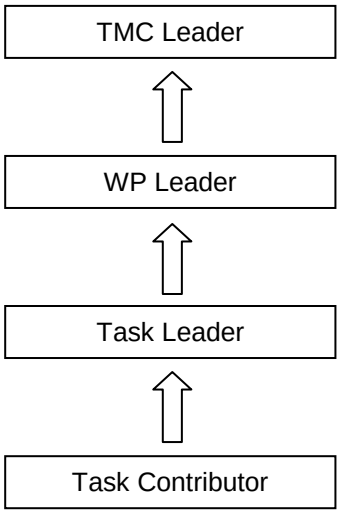
## 5. INFORMATION MANAGEMENT

### 5.1. Technical Information Flow

Technical work of the project is mainly carried out within the Work Packages of the project. **By technical information it is understood any information related to the technical work on the project or issues related to the schedule of this work**.

The WP leader figure, as well as the TMC leader figure are key in the management of the technical information within the project. In this sense, within each WP, all the technical issues must be transmitted from each partner to the WP leader. The Work Package leader will be responsible for dealing with the issues and resolving them, or transmitting them to the TMC leader if necessary. The technical coordinator will resolve the issues brought up by the WP leaders or will transmit them to the Technical Management Committee if necessary.

This procedure is shown next in a graphical way:



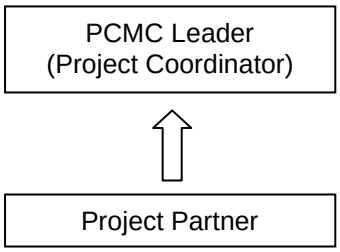

The DICOMA project has also foreseen a procedure to inform the Project Coordination figures (PCMC leader and TMC leader) about potential issues affecting the development of the project technical activities. For these cases, the "Exception and Highlight Report" template has been elaborated and is available in the project website. Work Package leaders need to complete this template in order to inform the project management group about the problem and the impact of the problem.

## 5.2. Administrative Information Flow

**By administrative information it is understood any information related to the administrative procedures of the project, including financial issues**. Information related to the companies participating in the project is also part of the administrative information of the project and any changes in this information (legal information, change of name of the company, change of authorized representatives of each company, etc.) has to be transmitted as soon as possible to the project coordinator in order to take the necessary measures.

In the case of the administrative information, the most relevant figure is the Project Coordinator, as it is the responsible of dealing with the administrative information of the project.

Administrative information must be submitted directly from each partner to the Project Coordinator, as shown in the chart below:




## 5.3. Templates

All the official documentation of DICOMA (presentations, deliverables, meeting minutes, etc.) must use the DICOMA templates which are available in the project website. The project logo must also be present in all the

documentation related to the project, as well as the ITEA2 logo.

The following templates are available at this moment:

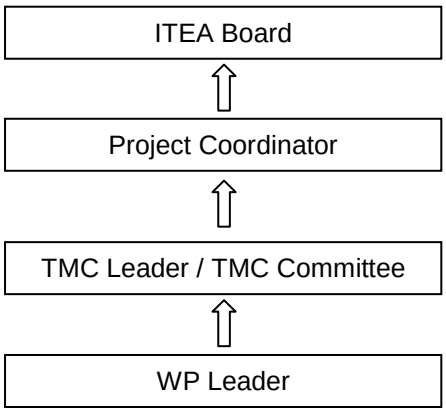
- Deliverable template
- Presentation template
- Meeting agenda and minutes template
- Exception and highlight report template

The templates could suffer modifications during the project duration so it is recommended to download the templates from the website each time an official DICOMA document is going to be generated.

## 5.4. Review and Submission to ITEA of Project Deliverables

All the deliverables must be finalized and submitted to ITEA within the deadlines defined in the latest approved FPP. The deliverables shall be submitted to ITEA in English, by electronic means and in paper format.

The review process of a deliverable will be as follows:




(Deliverable Approval Process)

In order to submit the deliverables to ITEA on time, the WP Leaders shall send the deliverables to the Technical Coordinator 2 weeks in advance of the planned delivery date for each contractual deliverable.

During the deliverable review process, the members of the project involved in the review will be checking the deliverables based on the following aspects:

- Completeness:
  - Is it in accordance with the original proposal?
  - Does it contain all required information?
- Correctness:
  - Does it contain correct information?
  - Language check.
  - Lay-out / template check.
- Consistency:
  - Are the sections consistent with each other?
  - Is it consistent with other deliverables?
  - Is it in accordance with the requirements of other WP's?

The elaboration of project deliverables will be continuously followed up by the TMC leader; however, at least one month in advance to the planned delivery date for each contractual deliverable, the TMC leader will

contact the lead partner in charge of such a deliverable in order to check whether it will be submitted as planned or whether there is any unexpected raised problem that may cause a substantial delay.

In case of expected delay, the TMC leader will agree with the lead partner in charge of the deliverable and the corresponding WP leader on how to address the problem and on a new date for submission of the deliverable as soon as possible. If this happens, the TMC leader will immediately inform the Project Coordinator (PCMC Leader) and he will be in charge of informing ITEA officials as soon as possible.

## 5.5. Decision Taking Mechanisms

Decisions have to be taken always at the right decision level. In this sense, the roles and responsibilities of each project management board (PCMC Committee and TMC Committee) and each project management figure (PCMC leader, TMC leader, WP leader, Task Coordinator) are clearly defined in this document,

Regarding technical issues discussed at Work Package level, the next procedure will be followed:

- The first approach will be trying to reach consensus at the WP level.
- If this is not possible, a voting procedure will be carried out as per the following rule: 1 vote per participant (participating the members that provide man-months within the work package). At first stage a simple majority will be needed, at the second stage the WP leader will decide to take it to the next level of decision (Technical Board).

## 5.6. Communication

For mailing purposes within the consortium, some tools will be provided:

### 5.6.1. E-mail Distribution Lists

Some e-mail distribution lists will be created so that an e-mail sent to any of these email addresses, will be automatically delivered to all the people subscribed to those lists. The lists that will be created are the following:

- General Assembly: ga@dicoma.com
  All project members will be subscribed to this list.
- TMC Committee (Technical Board): tmc@dicoma.com
  Technical Committee members will be subscribed to this list.
- PCMC Committee (Management Board): pcmc@dicoma.com
  Management Committee members will be subscribed to this list.
- WP1 members: wp1@dicoma.com
- WP2 members: wp2@dicoma.com
- WP3 members: wp3@dicoma.com
- WP4 members: wp4@dicoma.com
- WP5 members: wp5@dicoma.com
- WP6 members: wp6@dicoma.com
- WP7 members: wp7@dicoma.com

### 5.6.2. Generic e-mail addresses

The following generic email accounts will also be created for project management issues:

- info@dicoma.com

This is a public email address for questions or requests coming from outside the project consortium that will be periodically attended. IT SHOULD NOT BE USED FOR THE PROJECT DAY TO DAY WORK.

- pmo@dicoma.com

The project coordination team attends this address and should be used for messages sent to the project.

## Appendix 1 - DICOMA Contact List

The following list contains the most recent contact information for all members of the DICOMA consortium.

A special note should be made regarding this table, since the contact information for some Subconsortiums that have still not obtained funding appears on it. The information is shown, since there are still possibilities that they will obtain funding in the future.