PROJECT HANDBOOK

D10.1 – Project handbook (M6)

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*Delivery Type: **R**: Document, report; **DEM**: Demonstrator, pilot, prototype; **DEC**: Websites, patent fillings, videos, etc.; **OTHER**; **ETHICS**: Ethics requirement; **ORDP**: Open Research Data Pilot.

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Document history

Version	Date	Person	Action	Status*	Dissemination level**
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V0.2	20/06/2020	Maria Tomás (ETRA I+D)	EUR and IKEM contributions integration	Draft	CO
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*Status: Draft, Final, Approved, Submitted (to European Commission).

Dissemination Level: **PU: Public; **CO**: Confidential, only for members of the consortium (including the Commission Services); **EU-RES** Classified Information - restraint UE; **EU-CON**: Classified Information - confidential UE; **EU-SEC**: Classified Information - secret UE

Abstract

Long-term research and development projects carried out by contractors distributed all around Europe requires a clear definition of the scope of the project and internal coordination mechanisms.

The Project Handbook complements the Project Management Plan on defining how the USER-CHI project will be executed, monitored and controlled. Both documents represent the foundations for executing the project providing a summarised framework of the project and its purpose.

Moreover, the Project Handbook describes the roles of different actors in the project management structure, the meeting schedules and template agendas for meetings and gives guidelines for performing the day-to-day project management activities, including (i) instructions and templates for technical reporting on activity and WP level; (ii) instructions and templates for administrative reports, and (iii) templates and naming/numbering conventions for technical and administrative files and documents.

Keywords

Project procedures, Project Management, Project Plan, Reporting, Communication policies, Risks

Copyright statement

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More information available at http://userchi.eu/

Executive summary

The Project Handbook is a document that establishes the foundation for the project cooperation processes and defines all aspects that must be taken into account in order to ensure an efficient and coherent management of the project, including: a brief description of the project, its objectives and the scope, the contacts of all partners involved in the project and the coordinator details. Besides, it includes the guidelines and recommendations regarding the communication activities of USER-CHI, templates and guidelines for the documentation, deliverables, reports and presentations produced within the project; a quality management plan, which includes the definition of risks and their associated contingency measures. And finally, the description of dissemination tools and the publication procedure which must be followed by all partners.

The purpose of this document is, therefore, to provide the guidelines, information and recommendations needed in order to facilitate the cooperation and exchange of information among partners in an efficient and agile way.

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1 Introduction

1.1 Purpose of the document

This document establishes the foundation for the project management processes providing a clear route to success. It covers from a basic description of the scope of the project any party involved in the project should be aware of, to the most detailed description of how the project will be executed, monitored and controlled.

The project management plan contains all the relevant information to facilitate the execution and control of the different tasks of the project and it may, therefore, be considered key for the overall success of USER-CHI. In addition, it will ensure that the consortium meets all the requirements related to the contract with the European Commission (EC), controlling that the tasks start and finish according to the project work plan and that the project deliverables are submitted in due time.

1.2 Scope of the document

This Deliverable 10.1 is produced within the Project Management work package (WP10) in order to outline a clear picture of the overall management approach ensuring and guiding the consortium in all the cooperation processes demanded by the project.

The document will serve to the team leaders within each organisation, researchers and administrative responsible. It provides, at every stage, a clear overview of the different available tools to enable the exchange of information and management of the project.

As any other document in the project, but with particular interest to D10.1, this deliverable should not contradict the project contract.

1.3 Structure of the document

The document includes a first section with a basic summary of the project scope and project objectives. This section is supposed to be the basic information to be used internally when presenting the project within each organisation of the USER-CHI consortium.

The following sections are specific tools to facilitate the cooperative processes in the project: contact details for each partner, communication guidelines, reporting procedures, quality management and risk management tools.

2 Project summary

2.1 USER-CHI Key Facts

Topic: LC-GV-03-2019 - User centric charging infrastructure

Type of Action: Innovation Action.

Project start: 1st February 2020.

Duration: 48 months from **01.02.2020** to **31.01.2024** (Article 3 GA).

Project Coordinator: ETRA INVESTIGACIÓN y DESARROLLO S.A.

Consortium: 24 organizations (+2 linked third parties) from six countries.

2.2 USER-CHI in short

The need for a **dense European interoperable and publicly accessible charging infrastructure network** is one of the main challenges faced by the EU today. Lack of charging infrastructure, insufficient vehicle autonomy, and the long time required for recharging are considered the main drawbacks that differentiate electric vehicles from traditional combustion vehicles with regard to the user experience.

USER-CHI will address this challenge by unlocking the massive potential of electromobility in Europe. This will be achieved by integrating different innovative charging technologies with a holistic perspective, putting the user at the centre and empowering it. USER-CHI will exploit the synergies between electromobility and the process of greening and stratification of the grid, integrating the technological tools, business models and regulatory measures, which will transform the elements, cited above into an actual, working ecosystem. This will improve the user experience of EV drivers beyond the current levels of Internal Combustion Engine (ICE) vehicles drivers, whilst making the large-scale deployment of Europe's required user-centric charging infrastructure financially attractive for the relevant private and public actors.

The strategic goal will be achieved through **active collaboration between industry, cities and citizens** in order to co-create and demonstrate a set of solutions and tools to foster the massive deployment and market acceptance of electric vehicles in Europe.

USER-CHI will boost a large-scale e-Mobility market take-up in Europe, by means of developing integrated smart solutions, novel business models and new regulatory framework conditions, which will be **demonstrated and validated in five urban areas all along with the European**

territory: Barcelona metropolitan area (Spain), Rome (Italy), Berlin (Germany), Budapest (Hungary), and Turku (Finland).

2.3 Objectives of the project

USER-CHI focuses on User-centric Charging Infrastructure solutions, and its six objectives O1 to O6 can be summarised around two main categories:

- **Technical user-centric objectives (O1-O4)**: information and communication technology (ICT) tools and end-user services demonstrated in the project.
- **Business, regulation, and replication objectives (O5-O6)**: non-technical objectives needed to overcome existing barriers and increase the impact of the project.

O1. Design optimization of charging networks with a user-centric approach.

O2. Deployment of an interoperability framework and platform to support roaming and improve users' accessibility to charging infrastructure in cities and TEN-T corridors.

O3. Enhance scalable infrastructure roll out with minimum grid impact by means of smart grid integration.

O4. Development of innovative and highly convenient charging systems for higher market acceptance.

O5. Co-design and demonstration of novel and sustainable business and market models to foster investments and enable replication.

O6. Definition of legal and regulatory recommendations for a massive electric vehicle deployment.

The following Figure 1 summarises the above-mentioned project objectives, linking them with the products and pilot sites in one picture.

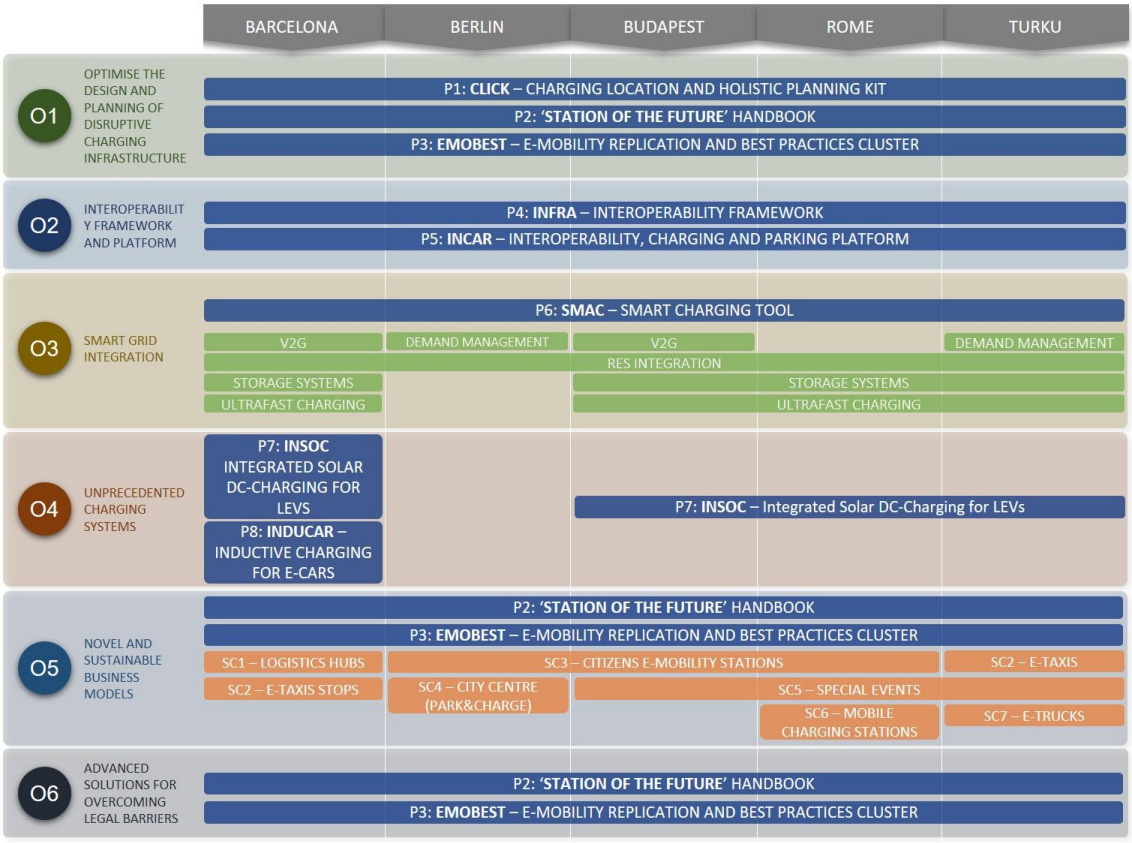

FIGURE 1: USER-CHI STRATEGIC OBJECTIVES, MAIN PRODUCTS AND DEMO SITES

3 Communication guidelines

Communication will normally take place via e-mail or telephone. This section contains a set of best practices to be followed in order to make easier the e-mail communication process.

3.1 Electronic communication

Electronic mail is used extensively by the partners to communicate with each other. It will be used preferably through the mailing list created by the Project Coordinator (PC).

Based on the available project participants list on the database, and considering the project structure, the following mailing lists have been elaborated:
WPs mailing list, with all personnel involved from each organisation:

wp1@userchi.eu

wp2@userchi.eu

wp3@userchi.eu

wp4@userchi.eu

wp5@userchi.eu

wp6@userchi.eu

wp7@userchi.eu

wp8@userchi.eu

wp9@userchi.eu

wp11@userchi.eu

WP10 Project Management mailing list has not been considered relevant and instead of it three lists for the general management-related issues has been created:

all_org@userchi.eu

wpleaders@userchi.eu

all@userchi.eu

In addition, a general mailing list for external communication purposes has been created:

info@userchi.eu

The mailing lists can be updated as needed at any time.

If required, the consortium will use MS TEAMS[1] or WEBEX[2] teleconference services for ad-hoc meetings as an alternative to face-to-face meetings – see section 4.3. All of them provide several modes of communication regardless of the application used, e.g. chat, voice, message board, data conferencing and file transfer. It can be used in a multiple-user mode so groups can hold online conferences.

3.1.1 Guidelines for effective electronic communication

To reduce the information exchange effort, project information will be exchanged by the use of electronic communications. The intention of the guidelines mentioned below is to make efficient use of this kind of communication in the project, in order to:

- Ensure that all partners get the information they need on time.
- Avoid e-mail spamming and information overload.
- Minimise travelling costs.

Note: to allow some flexibility however, only the rules in **bold** are mandatory.

General rules:

- **Only relevant information (strictly related to the USER-CHI project) shall be sent to the appropriate project participants, using the respective mailing list.**
- Each mail will have a specific subject (field "Subject"), with the following elements:
  - **The project acronym (USER-CHI).**
  - **The WP-number preceded with a hyphen "-",**
  - The subject,

[1] Microsoft Teams: https://www.microsoft.com/en/microsoft-365/microsoft-teams/group-chat-software/
[2] Cisco Webex: https://www.webex.com/es/index.html

When using the mailing list created by the project, the mandatory pieces of information will be included automatically by the mailing list server.

- **Each mail must contain one topic only.** The topic must be clearly expressed in the subject field.
    - If it is not practical to separate multiple topics, then the different topics in the e-mail must be separated by clear heading. In this case, if the mail is long (meaning that it cannot be properly displayed within a single screenshot) then it should start with a list of contained topics at the beginning.
- **Communication of relevance to a particular group (such as comments and votes) will be given as group replies** so as to give all group members the opportunity to receive a clear view of every partner's opinion, in an effort to speed up and harmonise the agreement process.
- The e-mails will be answered within two days maximum after the reception of the original mail. If no answer can be provided, a simple acknowledgement of reception will be enough.
- Deadline for the definitive reply. In the case of no response to a message within fifteen calendar days, the message will be considered as read, and response will be considered as positive.
- e-Mail messages sent in response to a message should quote the relevant parts of the initial message, in such a way that the receiver can easily and clearly understand what the initial message was about (what issues were raised) and what the added comments are.
- **Documents of project-wide relevance are stored in the project repository.** They are not generally and necessarily distributed by e-mail to the whole project membership. Project participants are notified by e-mail and invited to consult the documents on the repository.

3.2 Document interchange format

All the text documents exchanged within the project must observe the following rules:

- Format *.docx/doc (Word or equivalent) or *.pdf.
- Track of changes activated (in case of word file).
- After a final deliverable has passed the peer review, the project coordinator submitting the document to the EC will generate the PDF file, properly secured.

- Attachments should not be sent to mailing lists but rather placed on the project repository. Then, the person who has uploaded the document will notify it via e-mail to the appropriate mailing list, announcing the location where the document can be retrieved.
- A logical structure of the repository has been organised in order to facilitate the retrieval of all the documents. All the partners will continue using this structure and create new directories in the same logical way whenever it is needed.
- The presentations will use the *.pptx/ppt format (or equivalent) according to a template available at the repository.
- All the documents to be forwarded outside the Consortium, including the presentations and the final deliverables, will use **ONLY PDF format**, properly secured and authorizing only printing, no edition, no copy and no annotation.
- The deliverables, interim milestone brief reports and documents must follow the format and styles indicated in the template available in the corresponding section of USER-CHI repository.
- These templates can evolve according to the project needs.

3.3 Document numbering and naming convention

The deliverables are classified according to the following types:

- R Document, report.
- DEM Demonstrator, pilot, prototype.
- DEC Websites, patent fillings, videos, etc.
- OTHER.
    - ETHICS Ethics requirement.
    - ORDP Open Research Data Pilot.

With respect to the confidentiality of deliverables and other documents, including presentations, the following five levels of security are considered:

- PU Public.
- CO Confidential, only for members of the consortium (including the Commission Services).
- EU-RES Classified Information: RESTREINT UE (Commission Decision 2015/444/EC [1]).

- EU-CON Classified Information: CONFIDENTIEL UE (Commission Decision 2015/444/EC).
- EU-SEC Classified Information: SECRET UE (Commission Decision 2015/444/EC)

In order to facilitate the common browsing and storage in different platforms and OS's, no spaces nor dots or special characters will be used in the document names, and instead, the underscore character "_" will be used.

For the same reason, only lower-case characters will be used – except for the project acronym).

All these documents will be named and numbered according to the following rules, in order to facilitate the quick identification and indexing:

<dateYYYYMMDD>-<orgshortname>-USER-CHI-d<dnum>-<docshortname>-<security>_v<ver>.pdf

All the documents names start with the delivery date of the document, followed by the acronym of the organisation responsible for the document and the word "USER-CHI", in order to facilitate the identification with other projects documents, and to raise the awareness or the project within a number of people that will download the documents from the public website.

Versions 0_X will indicate that the document is still a draft not approved by the internal reviewers. The official document to be sent to the EC will be numbered as v1_0. Further revisions or new issues of a deliverable will make use of the following format: v1_X, vY_X.

For example, deliverable D10.1 Project Management Plan, being ETRA the responsible organisation, security level public usage, delivered for example on 30th July 2020, would be named in the following way:

20200730-etra-USER-CHI- d10_1-project_handbook- pu_v1_0.docx

In order to facilitate the work and localisation of the documents, all the documents will be posted in the repository as soon as possible.

3.4 Document repository

A document repository has been set up in order to facilitate the exchange of information. **The tool selected has been Alfresco** [2]. The platform is built on an open-source core with open APIs and open standards support for easy integration and extension and long-term flexibility.

The repository will be hosted in the same server used for the web-tools used by the consortium and the project web site. USER-CHI will use Alfresco to maintain current and historical versions of files such as source code and documentation

The repositories can be accessed via web. The connection URL is:

- http://tecbox.etra-id.com. A new project-based URL will be used once the project web site is activated.

Each partner in the consortium has been granted with a user password to access and modify the repository. The current structure includes a folder per WP, where all the information produced by the consortium or relevant to the project can be uploaded. Moreover, a specific folder to hold any information relevant to meetings (venues and minutes) has been created.

The structure can and will be updated as the project evolves in order to organise the information in the most efficient way for the partners.

At the implementation phase, git service will be set up in order to share common source code.

3.5 USER-CHI logo and acronym usage

There are two logo formats: horizontal and square, the horizontal one being the principal and the square one being used for social media purposes, or when it is not possible to use the horizontal one. Each logo has a variation with white background and gradient overlay. The one with coloured background is the principal and it is to be used on white backgrounds. When not possible, the variation is to be used.

FIGURE 2: HORIZONTAL LOGO

FIGURE 5: VARIATION OF HORIZONTAL LOGO

FIGURE 4: SQUARE LOGO

FIGURE 3: VARIATION OF THE SQUARE LOGO

USER-CHI logo must appear in all USER-CHI related documents and activity. Any material developed with USER-CHI funding must make explicit reference to it – see section 8.1 – and make use of the USER-CHI logo.

The acronym of the project – i.e., USER-CHI – is the main representative mark and it is used as the name of the project. It stands for "innovative solutions for **USER** centric **CH**arging **I**nfrastructure". It should always be used in capital letters with a hyphen between the words USER and CHI. There is a motto that can be used with the name and that is included in the logotype: charging your e-mobility future. Whenever possible, the name should be used with the logo, respecting the font and colours, as detailed in the graphic charter.

3.6 Notification procedure

3.6.1 General procedure for document signatures

As a general procedure, any notification sent to the project coordinator should be in two signed copies according to the following procedure:

- The person signing the document should be accordingly empowered to do it.
- The document should be always signed by the authorised person: administrative and/or technical representative, according to the nature of the notification.
- In case he/she is not available, find an alternate authorised person empowered to sign the document. In that case, additionally, send to the project coordinator two copies of a letter explaining the person is authorised and the empowerment by which he/she is authorised.
- Send a copy in advance.
- Paper copies should follow by express courier and a notification by e-mail to the project coordinator the day it was sent.
- In case any problem arises, the project coordinator should be contacted to solve the eventual situation.

3.6.2 Bank account: notification of changes

In the event of a partner's bank account changes, the project coordinator should be notified within 2 weeks in advance of any payment.

3.7 Participant contacts

In the Table 1 is shown the complete contact list of the beneficiaries and linked third parties of USER-CHI project.

TABLE 1: LIST OF USER-CHI PARTNERS

N°	Participant organization name	Country	Short Name	Address
1	ETRA INVESTIGACIÓN Y DESARROLLO S.A.	ES	ETRA	C / Tres Forques 147 46014 Valencia, Spain
2	INSTITUTO DE BIOMECÁNICA DE VALENCIA	ES	IBV	Universitat Politècnica de València Camino de Vera s/n, Edificio 9C 46022 Valencia, Spain
3	AREA METROPOLITANA DE BARCELONA	ES	AMB	C/ 62, núm. 16-18 - Zona Franca | 08040 Barcelona, Spain
4	MUNICIPALITY OF THE CITY OF BUDAPEST	HU	BUD	Varoshaz utca 9-11. Budapest 1052, Hungary
4.1	BKK – CENTRE FOR BUDAPEST TRANSPORT	HU	BKK	1075 Budapest, Rumbach Sebestyén u. 19–21
5	GEWOBAG WOHNUNGSBAUAKTIENGESELL-SCHAFT BERLIN	DE	GEW	Wohnungsbau-Aktiengesellschaft Berlin Postfach 21 04 50, 10504 Berlin, Germany
6	VMZ BERLIN BETREIBERGESELLSCHAFT MBH	DE	VMZ	Ullsteinstrasse 120 12109 Berlin, Germany
7	INSTITUT FÜR KLIMASCHUTZ, ENERGIE UND MOBILITÄT	DE	IKEM	Magazinstraße 15-16, 10179 Berlin, Germany
7.1	BECKER BÜTTNER HELD	DE	BBH	Magazinstraße 15-16, 10179 Berlin, Germany
8	EUROCITIES	BE	EUR	Square de Meeûs 1, B-1000 Brussels, Belgium
9	ROMA SERVIZI PER LA MOBILITÀ S.R.L.	IT	RSM	Piazzale degli Archivi, 40, 00144 Roma RM, Italy
10	FIT CONSULTING	IT	FIT	Via Sardegna, 38, 00187 Roma RM, Italy

N°	Participant organization name	Country	Short Name	Address
11	AGENZIA NAZIONALE PER LE NUOVE TECNOLOGIE, L'ENERGIA E LO SVILUPPO ECONOMICO SOSTENIBILE	IT	ENEA	Lungotevere Thaon di Revel, 76 00196 ROMA, Italy
12	DIGITAL SYSTEM INTEGRATOR S.R.L.	IT	DSI	
13	ENEL X SRL	IT	ENEL	Viale di Tor di Quinto, 47, 00191 Roma RM, Italy
14	IPT TECHNOLOGY GMBH	DE	IPT	Im Martelacker 14, 79588 Efringen-Kirchen, Germany
15	CITY OF TURKU	FIN	TUR	PO 355, 20101 TURKU, Finland
16	TURKU ENERGIA	FIN	ENER	Linnankatu 65, 20100 Turku, Finland
17	TVT ASUNNOT OY	FIN	TVT	Käsityöläiskatu 3, 20100 Turku, Finland
18	VARSINAIS-SUOMEN ASUMISOIKEUS OY	FIN	VASO	Rauhankatu 4, 20100 Turku, Finland
19	CIRCONTROL	ES	CIR	P.I. Can Mitjans, Carrer Innovació, 3, 08232 Viladecavalls, Barcelona, Spain
20	QWICC GMBH	DE	QWI	Agnes-Pockels-Bogen 1, 80992 München, Germany
21	COMUNE DI FIRENZE	IT	FLO	Comune di Firenze, Palazzo Vecchio Piazza della Signoria, 50122, Firenze, Italy
22	MUNICIPALITY OF MURCIA	ES	MUR	Glorieta de España 1, 3000 Murcia, Spain
23	ASOCIACIÓN ESPAÑOLA DE NORMALIZACIÓN	ES	UNE	C/Génova 6 28004 Madrid Spain
24	CITIES FORUM SLU	ES	CIT	Calle Escultor Nicolas de Bussi, 2 - PISO 7 A, Murcia, 30002 , Murcia, Spain

4 Meetings

In order to coordinate and manage the various activities of the USER-CHI project, a 2-days meeting will be held at a regular time basis, at least 2 times/year. The Project Coordinator (PC) will be in charge of setting up and updating (each year) a calendar of meetings schedule that may include dedicated WP meetings. Further project meetings may be planned whenever urgent issues will need to be solved.

The project intends to run virtual electronic meetings whenever feasible and appropriate using information and communication technologies available as described in section 5.3. Face-to-face meetings will be organised by the project partners in rotation. The following subsections clarify who will make invitations, how meeting decisions should be taken, and how meetings should be recorded. When specific decisions must be taken in the short term, extraordinary meetings may be held by audio-conferencing, including management aspects that may have as consequence the request of an amendment to the Grant Agreement; in this case, the voting shall be held via e-mail.

In terms of attendance, and for all USER-CHI Project Management Board (PMB) meetings, the presence of the Technical Manager (TM), Dissemination Manager (DCOM), Exploitation and Innovation Manager (EIM), LEPI Officer, Demonstration Manager and all WP Leaders (or any representatives of their respective companies), is required.

In relation to the Consortium Plenary (CP) meetings, all partners must attend.

4.1 Meeting requests

Meetings are invited by the corresponding chair: the WP leader for a WP workshop or meeting, the responsible of each Product/Use Case for a specific meeting and the Project Coordinator for a PMB meeting and a Consortium Plenary meeting.

The host of the meeting will provide logistics and accommodation information to the participants. In the case of meetings in a dedicated location in Brussels, the Project Coordinator will be in charge of organising the meeting.

The following tables summarise the main issues about preparation and organization of meetings:

4.1.1 Convening meetings

TABLE 2: USER-CHI CONVENING MEETINGS

	Ordinary meeting	Extraordinary meeting
Consortium Plenary (CP)	At least twice a year	At any time upon written request of the PMB or 1/3 of the Members of the CP.
Project Management Board (PMB)	Generally, twice a month	At any time upon written request of any Member of the PMB
Other meetings		At any time upon written request of partner who chair the meeting

4.1.2 Notice of a meeting

TABLE 3: USER-CHI NOTICE OF A MEETING

	Ordinary meeting	Extraordinary meeting
Consortium Plenary (CP)	45 calendar days	15 calendar days (10 calendar days in case of meetings by teleconference or other telecommunication means)
Project Management Board (PMB)	14 calendar days	7 calendar days
Other meetings	14 calendar days	7 calendar days.

4.1.3 Agenda definition

TABLE 4: USER-CHI AGENDA DEFINITION FOR A MEETING

	Ordinary meeting	Extraordinary meeting
Consortium Plenary (CP)	21 calendar days. Partners may add items to the agenda until 14 calendar days before the meeting.	10 calendar days for an extraordinary meeting. Partners may add items to the agenda until 7 calendar days before the meeting.

Project Management Board (PMB)	7 calendar days. Partners may add items to the agenda until 2 calendar days before the meeting.	3 calendar days. Partners may add items to the agenda until 2 calendar days before the meeting.
Other meetings	7 calendar days. Partners may add items to the agenda until 2 calendar days before the meeting.	3 calendar days or at the same time of the meeting notice. Partners may add items to the agenda until 2 calendar days before the meeting.

4.2 Meeting schedule

Considering the project Work Plan and the budget constraints for meeting purposes, a preliminary schedule for the meetings during the entire lifetime of the project has been created. As stated in section 5, this plan will be updated on a yearly basis.

For practical reasons, the following schedule only identifies the most convenient month to host each meeting, the exact dates and venue will be decided by the PMB considering availability of partners, rooms and progress of activities.

TABLE 5: USER-CHI MEETING SCHEDULE

Year	Meeting	Month	
2020	KO-BRUSSELS (BE)	Feb 20	M1
2020	CP1-ONLINE	May 20	M4
2020	CP2	Oct 20	M9
2021	CP3	May 21	M16
2021	CP4	Oct 21	M21
2022	CP5	Feb 22	M25
2022	CP6	Jun 22	M29
2022	CP7	Nov 22	M34
2023	CP8	May 23	M40
2023	CP9	Oct 23	M45
2024	CP10	Jan 24	M48

4.3 Virtual meetings

The Coordinator has established the Microsoft Teams platform for the management of virtual meetings. If necessary, other tools – as Webex, Skype or phone calls – can also be used.

The virtual meetings will be used for the monitoring of the project progress or specific work sessions – i.e. webinars. Some basic recommendations to be followed when organising/participating at the virtual meeting can be found hereafter:

- Virtual meetings will be limited in duration. It is recommended to avoid long meetings – no longer than 1 hour.
- All partners are requested to connect to the virtual meeting service 5 minutes in advance, to solve any potential technical problems.
- All microphones must be muted when the partner is not actively participating in the discussion.
- Any partner joining or leaving the meeting is requested to announce it, preferably through the chat tool.
- Even if the service enables the sharing of a screen, it is recommended to circulate in advance – i.e. upload to the project repository – all the material to be used during the meeting.

Due to the COVID-19 outbreak, some Consortium Plenary meetings have been and/or will be replaced from face-to-face to virtual meetings. In those cases, the following extra rules should be followed:

- The duration of the meeting should be reduced at around 30% of the equivalent face-to-face CP meeting.
- The creation of videos or other similar audio-visual material to be checked offline and to replace part of the interventions will be appreciated.
- The agenda should have a high level of detail, with respect to the content and the time to be dedicated to each slot, in order to allow the participant to attend to the parts of their work scope.

4.4 Minutes of meeting

The following rules will apply to minutes:

Recording: Minutes must be recorded for every official project meeting. A rapporteur is appointed at the start of the meeting. Meeting minutes will be taken in turn in the following manner:

- **CP and PMB meeting minutes** are recorded by the chairperson of the meeting, supported by at least one designed member of a Consortium partner.
- **Other meeting minutes** are recorded by the member organisation hosting the meeting.

A copy of the minutes will be archived in the project repository.

Consolidation / Approval: As a general procedure, the draft meeting minutes will be circulated to all Members by the chairperson within 10 calendar days of the meeting.

The minutes shall be considered as accepted if, within 15 calendar days from sending, no Member has sent an objection in writing to the chairperson.

Circulation / Distribution: The chairperson will circulate the final version of the minutes to all the partners that were called to the meeting and to the PC.

Content: The minutes must at least contain:

- The meeting attendance list.
- The approved meeting agenda, including date and venue.
- Decisions taken, including motivations as far as possible.
- An action list containing for each action a short description, a responsible and a time schedule (if an action was given to a person not attending the meeting, a person for contacting that person needs to be given).
- A list of agreed upcoming events.
- If appropriate, a list of related documents (appendixes)

5 Reporting procedure

5.1 Deliverables, documents

Any deliverable or document, including presentations, must follow the rules herein specified.

The ultimate responsibility for the quality of deliverables resides with the peer review team that must check the quality of all deliverables (not including the periodic progress reports), before the final submission to the EC.

ETRA, as project coordinator, will review the progress reports containing resource reporting information, as the last stage before submission to the EC.

Deliverables will normally fall within the work to be done in the work packages, and as such, a work package leader or activity leader will be assigned the production and editing of a particular deliverable.

Once the project coordinator has submitted the deliverable to the project officer, he/she will upload simultaneously the PDF version in the restricted web server. Once the document is approved by the EC, in the case of a public deliverable, the document will be made available in the public web site.

At least the project coordinator will keep an additional copy for backup and security reasons.

The deliverables will be submitted electronically to the Project Officer.

Each partner responsible for a deliverable should send (or upload in the repository) a preliminary version of the deliverable to the WP coordinator fifteen days in advance of the due date.

The WP leader will forward it to the peer reviewers, who will review the document and send comments within one week. The deliverable responsible partners will modify the document accordingly and send it to the project coordinator at least 5 working days before the delivery date. The document shall contain all the logos and it will be formatted according to this project management plan recommendations.

The peer review team will review the deliverable. In case they encounter the document that does not fulfil the requirements for such document, they will notify the deliverable responsible partners within one week after the request, and by means of the peer review report. Whether the deliverable responsible partner fails to deliver the document, or the document does not fulfil the objectives, the PMB will take the required actions accordingly to the provisions of the Consortium Agreement and Contract. In case the deliverable fulfils the required objectives, the project coordinator will send it to the Commission.

A deliverable template (initially referring to all deliverables except if explicitly mentioned) is available in the project repository. This template is to be used for all technical deliverables. It may also be used for non-technical reports and other project documents. The first two pages will

contain information that are necessary for the identification of the document including its status, editor(s) and contributors, the companies they belong to, version history and date. For official deliverables, the title page must contain the name of the deliverable as defined in the DoA annexed to the Contract (GA).

For public deliverables, the following mention and disclaimer must be included:

This disclaimer must be followed by the following Copyright Statement:

This project has received funding from the
European Union's Horizon 2020 Research and Innovation Programme
under Grant Agreement № 875187.
More information available at http://userchi.eu/

5.2 Presentations and other promotional material

All presentations about USER-CHI related content and activities should make use of the USER-CHI PowerPoint presentation template available on the repository. All partners are asked to clearly refer to the Horizon 2020 funding programme when presenting project results.

In addition to the available template, the consortium has prepared a number of promotional materials to help to disseminate and presenting the project results coherently and effectively:

- Project leaflet: it presents the USER-CHI objectives, city partners, products and cities at a glance. The main version is developed in English, whereas a downloadable version of the leaflet will be available on the project website in the languages of the consortium (Spanish, Catalan, German, Hungarian, Italian and Finnish).
- 7 roll-up banners: one roll-up banner per demonstrator city, one for the coordinator and one for the communication and dissemination leader. They convey the project's key messages and are to be used at events.
- Project gadgets: to be distributed during networking and project's events.
- Project website: it informs the public, and all the other project's target audiences, about the aims, outcomes and products of the project. It can be consulted at: http://www.userchi.eu
- Social media channels: USER-CHI has dedicated Twitter and LinkedIn profiles and will make use of the EUROCITIES YouTube channel.
- Videos: Videos will be produced for each demonstration city and each replication city. An additional replication video will present the project as a whole. These videos will be uploaded on the EUROCITIES YouTube channel.
- Podcasts: 5 podcasts will feature interviews with experts from cities to present best practices but also discuss challenges and solutions that could be beneficial to other cities. Podcasts will be recorded and made available on the USER-CHI website.

The general rules applying to publications in USER-CHI, should also be observed when preparing any promotional material.

5.3 Meeting minutes and agenda

As stated in Section **¡Error! No se encuentra el origen de la referencia.** the reporting of meetings is mandatory to guarantee that the decisions taken are known and accepted by all the people working in the project.

The coordinator will propose an agenda for each meeting at least 15 days in advance of the agreed date. The partner hosting the meeting will be responsible for producing the minutes following the template available at the project repository in no more than 10 days.

5.4 Six-monthly report

Every six months the coordinator will ask the partners to complete a simple form to gather the (possibly estimated) basic information on the resources spent per partner and the work performed.

The Six-monthly Report shall be available no later than 3 weeks after the end of the period. The project coordinator will analyse the reports, taking the requested actions in case of need.

5.5 Project periodic report

In order to provide timely project reporting to the Commission, efficient and accurate financial data, the periodic cost statements will be aggregated by each partner in the Project Periodic Report (PPR), making use of the Participant portal and the continues reporting tool provided by the EC.

This Project Periodic Report will include:

- A publishable summary.
- A list of project objectives tackled in the reporting period and the work progress and achievements during the period.
- A management report.
- The explanation of the use of resources and financial statements.
- The Form C Financial statement, provided by each contractor.

The Project Periodic Report must be consistent with the Six-monthly Reports provided both at technical and administrative levels.

ETRA, as project coordinator, will check the data of the PPR and the data from the Six-monthly Report. If any difference arises, the partner should correct them within two weeks from notification.

ETRA will forward the Project Periodic Report to the EC.

The Project Periodic Report will follow the template provided by the EC.

6 Quality management

The main goal of project management is to provide a focused, lean but effective framework to support the partnership in achieving the scientific, technical and business objectives of the project. Efficient decision-making processes and swift responsiveness to changing circumstances are required. This is what the theory says, but it is not so easy to achieve since experience shows that outstanding –and very often too complex- quality management plans fail simply because they are very difficult to apply in practice.

In the following section, it is described how USER-CHI will put into operation -from a very pragmatic perspective-, all these principles, taking into consideration the specific strengths and constraints of the consortium.

The goal is to define a management structure and a set of principles and procedures which, whilst being as flexible, agile and cost-efficient as possible, leave no room to subjective interpretation.

6.1 Management structure

The proposed project will be implemented by 24 partners. Its nature puts greater emphasis not only on decision-making mechanisms. Hence a shallow management hierarchy with transparency in the information flow is proposed to facilitate a team of empowered and motivated individuals to respond to the needs of new product development and commercialisation. The management structure will have the following characteristics:

- Goal orientation – the project requires determined management with a strong desire to “get things done”.
- Agility – to allow adaptation to fast-moving technology dynamics and end-user demands.
- Empowerment/productivity – shallow hierarchy, information transparency and well-defined.

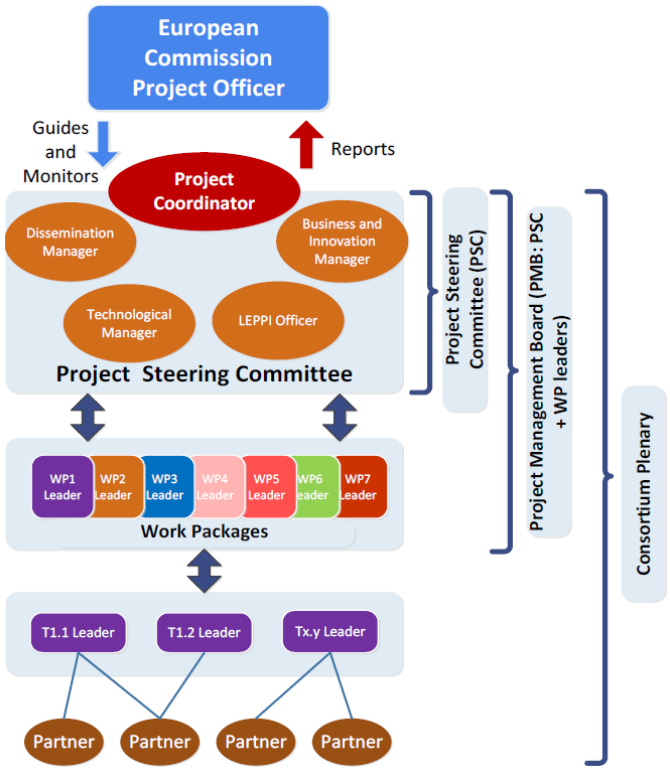

FIGURE 6: USER-CHI MANAGEMENT STRUCTURE

The work to be done within USER-CHI is structured into a set of Work Packages (led by WP leaders) which are at the same time divided into a set of tasks, led by Task Leaders (TL) as shown in Figure 6.

The **Project Coordinator (PC)** takes responsibility for overall project management. This includes interactions with the EC on contract-related issues as well as chairing regular management meetings, set of administrative and financial tasks -representing the project in the contract negotiation, and in relation to the Commission's Project Officer, representing the consortium in workshops and official meetings, collecting administrative reports from partners and forwarding periodical reports to the Project Officer, preparing and updating the consortium agreement between the participants, administering project resources and project spending, managing the overall ethical and gender issues, etc. The PC is supported in monitoring the project's performance, managing the technical audits, supervising the preparation of the final deliverables – by the **Project Steering Committee (PSC).** Reasons for any deviations from the project plan will be identified and the necessary corrective actions will be agreed by the PSC. Major changes in the project plan, such as reallocation of resources, may be done within the limits of agreements, by the decision of the PSC as put forward by the Project Coordinator. The PSC will convene at least every four months, in order to provide quick and efficient response to the events that will arise during the project. The PSC meetings will precede the Plenary Meetings in order to prepare for them. Whenever possible, the PSC will use remote meeting technology. Roles comprised by the PSC are the **Technical Manager (TM),** who supports the PC in technical matters, e.g. strategic

decisions regarding technical designs and implementations; the **Dissemination and Communication Manager (DCOM)** who will be responsible for all dissemination activities and direct interaction with end-users and mass media, the DCOM will lead the definition of the project website structure and functionalities, being part of the project website a Project Library, i.e. a collaboration working space for the exchange, sharing and storage of project documentation (deliverables, white papers, agendas, minutes, reports, etc.). **The Exploitation and Innovation Manager (EIM)** will be responsible for exploitation activities and innovation management. And finally, the **Legal Ethical and Policy Issues Officer (LEPI)** will be the coordinator of all the activities related to legal and policy issues that may arise.

The PSC will be supported by WP leaders. **WP leaders (WPL)** are responsible for activities and objectives specified in the Work Packages of the project plan, as well as for carrying out the respective deliverables on time and ensuring no delays in the accomplishment of the tasks. This WPLs, within the **Project Management Board (PMB)**, will convene once a month to discuss the progress of the individual WPs. Within each work package, the **Task leaders (TL)** will be the main responsible for the day-to-day work needed to carry out the tasks related to their specific activity. Their coordination work is not subject to any additional administrative or reporting burden; instead, they will act as team leaders of all the individuals from the different partners involved in a specific task.

Finally, all the partners are represented in the **Consortium Plenary (CP).** The CP is the key liaison between the project and partner organisations. In the CP meetings, the Project Coordinator will present the project's status and plans for the next period. Representatives of the partner organisations will be able to voice their opinions and ask for more elaborated information on the progress and plans.

The CP meetings shall take place twice a year and, when possible, in conjunction with the scientific and technical dissemination activities of the project

Technical Management of the project will be done on two levels. Firstly, regular WP-specific meetings (physical or virtual meeting) will be organised by WP leaders to manage the working process within the work packages, as stated in the previous paragraph. Secondly, to ensure an efficient interaction between technical work packages and pilot activities a cross-cutting **Implementation Working Group (IWG**) will be established. The IWG will be focused around the technical product (WP 2, 3,4,5), involving technical partners and pilot partners. The cross-cutting IWG will be responsible to implement and oversee the overall project plan. It will meet periodically during plenary sessions or remote meeting technology. Implementation Working Group meetings will be organised by ETRA (WP 3, 4 and 10 leadership). The IWG will discuss ongoing and forecasted activities in WP 2, 3, 4, 5 and define necessary cooperation between partners to manage the preparation and implementation of technical results in the pilots in a coordinated way (WP6).

TABLE 6: PROJECT MANAGEMENT BOARD

Management Structure			
Project Coordinator	Antonio Marqués (ETRA)	WP2 Leader	Christian Seidel (VMZ)
Deputy Project Coordinator (WP10 Leader)	María Tomás (ETRA)	WP3 Leader	Antonio Martín (ETRA)
Technical Manager (WP5 Leader)	Sergio Pérez (IPT)	WP4 Leader	Antonio Martin (ETRA)
Dissemination Manager (WP9 Leader)	Matilde Chinellato (EUR)	WP6 Leader	Claudia Baumgartner (VMZ)
Exploitation and Innovation Manager	Mª Carmen Bueno (ETRA)	WP7 Leader	Carlo Vagui (FIT)
WP1 Leader	Amparo López (IBV)	WP8 Leader	Matilde Chinellato (EUR)

As a part of this Project Handbook, the project will apply an internal reviewing procedure to guarantee the quality of its results. Each WP leader will be responsible for the quality of the results – especially deliverables – of its WP, which will be subject to a peer review by at least two experts, one of whom will be another WP leader (the one who will take as input the results of the WP being reviewed). Furthermore, Backup WP leaders have been nominated in order to ensure quality process enforcement and reduce risks during project implementation – see Table 7.

TABLE 7: QUALITY ASSURANCE: PEER REVIEW RESPONSIBLE PARTNER AND BACKUP LEADER

WP #	Leader	Reviewed by	Backup	WP #	Leader	Reviewed by	Backup
WP1	IBV	QWI	IKEM	WP7	FIT	IKEM	ETRA
WP2	VMZ	GEW	IKEM	WP8	EUR	FIT	UNE
WP3	ETRA	VMZ	QWI	WP9	EUR	CIT	ETRA
WP4	ETRA	ENEA	CIR	WP10	ETRA	IPT	VMZ
WP5	IPT	ENEL	DSI	WP11	IKEM	ETRA	GEW
WP6	VMZ	GEW	FIT	WP12	IKEM	ETRA	GEW

The peer review reports, the PSC meetings and the PPR described for USER-CHI are the main tools in use to monitor the progress and quality of the project. Last but not least, Risk Management, described in next section, is also a critical factor for the management processes –

i.e. a low quality in a deliverable needs to be identified as a risk, involving a mitigation plan to be prepared and executed.

6.2 Conflict resolution

All partners of the USER-CHI Consortium share the perception that in order to ensure smooth project implementation, formal and pragmatic decision-making mechanisms must be in place to resolve potential disputes. Decisions regarding a technical issue of major importance, affecting the input, work content or the final outcome are expected to be made by the PSC led by the Project Coordinator. In general, all major technical issues and the related decisions are announced to all partners, even if the issue is not directly connected to their participation. Decision making for important matters within the frame of the Grant Agreement and the Consortium Agreement, especially when such decisions may affect the agreements reached in these two contracts, will be addressed by the PSC. Decision making in the administrative domain is the responsibility of the PC with the support of the PSC. Individual financial issues are primarily the responsibility of the partner itself. In accordance with the CA provisions for decision making, the main principles are (i) All partners have the same voting rights independently of their economic and technical contribution and (ii) Decisions to be taken in the PSC (min. quorum 6/8 of the members) will be taken upon 3/4 of the votes.

Identification of any conflicts lies in the responsibility of each project participant. Any signs of disagreement between project participants should be solved amicably between those partners involved. If not resolved at that level, and only if it is strictly necessary, conflict resolution process must be enforced. Then project participants will escalate the issue to higher management levels until it is resolved (to TL or WPL), consensus to solve the problem will be sought at each level. Eventually, if still not resolved, the PSC will take care of the issue applying the same rules as in the decision-making process.

6.3 Quality assurance

As a part of the quality assurance plan, the project will apply an internal reviewing procedure to guarantee the quality of its results. Each WP leader will be responsible for the quality of the results, especially deliverables, which will be subject to a peer review by at least two experts, one of whom will be another WP leader. Furthermore, backup WP leaders have been nominated in order to ensure quality process enforcement and reduce risks during project implementation.

The peer review reports, the PMB meetings and the periodic reports described in section 5.5 are the main tools in USER-CHI to monitor the progress and quality of the project.

Last but not least, Risk Management, described in next section, is also a critical factor for the management processes – i.e. a low quality in a deliverable need to be identify as a risk, involving a mitigation plan to be prepared and executed.

7 Risk management

The consortium's experience in managing complex international projects in conjunction with its technological competence on communication and networking permits to identify the following main areas of possible risks:

- **Technical**: Difficulties in meeting any technical product specification that may have an impact on achieving project requirements.
- **Financial**: deterioration of the economic situation of a partner, which imposes a stop or an unacceptable reduction of all its activities.
- **Key resources availability**: abandon of the participation to the project of resources with key roles.

Furthermore, the combination of these main risk areas, which could result in an even greater impact, is considered.

The level of technical risk is substantially reduced by the composition of the USER-CHI consortium, with a well-assorted set of industry partners, research centres, cities and end-users deeply involved in the development process. USER-CHI partners have demonstrable consolidated experience as leaders in the technological areas in which each of them contributes to the project. Most of the USER-CHI partners have been involved in H2020 innovation actions and are experienced in managing and mitigating risks.

In case of financial problems or lack of resources availability, the corrective measures will include distributing to the remaining partners the activity not fulfilled or to subcontract them to a third party, or a combination of the two. The corrective measures will be chosen after an evaluation of their impact and relevance on the project. Furthermore, in order to minimise the potential impact of these unlikely situations, each WP leading partner will have a backup leading partner in case the initial WP leader becomes unavailable –see previous table.

For the USER-CHI project, a risk is defined as an event that may or may not occur in the future, which could potentially have an adverse effect on a team's progress and success. A risk has a severity of impact and a probability of occurrence – formal definition can be found in next section.

7.1 Definitions

Risk

Risk is a measure of the inability to achieve overall project objectives within defined cost, schedule, and technical (performance and quality) constraints and has two components:

1. The probability of failing to achieve a particular outcome and
2. the consequences (impact) of failing to achieve that outcome.

For USER-CHI, risk is a measure of the difference between actual performance of a process and the known best practice for performing that process.

Risk can also be the potential that a given threat will exploit vulnerabilities of an asset or group of assets to cause loss of, or damage to, the assets. It is ordinarily measured by a combination of effect and likelihood of occurrence.

Risk Event

Risk events are those events within USER-CHI that, if they go wrong, could result in problems in the development of the expected research results, production and assessment of the prototypes, and dissemination of the results. Risk events should be defined to a level such that the risk and causes are understandable and can be accurately assessed in terms of likelihood/probability and consequence to establish the level of risk.

Type of Risk

A **Technical Risk** is the risk associated with the evolution of the research results and the prototypes development of USER-CHI affecting the level of performance necessary to meet the requirements of the DoA.

A **Financial Risk** is associated with the ability of the project to achieve its cost objectives as determined in the DoA. Two risk areas bearing on cost are:

1. The risk that the cost estimates and objectives are not accurate and reasonable.
2. The risk that project execution will not meet the cost objectives as a result of a failure to mitigate technical risks.

Schedule Risks are those associated with the adequacy of the time estimated and allocated for the development, production, and fielding of the system. Two risk areas bearing on schedule risk are:

1. The risk that the schedule estimates and objectives are not realistic and reasonable.

2. The risk that program execution will fall short of the schedule objectives as a result of failure to mitigate technical risks.

Risk Ratings

This is the value that is given to a risk event (or the overall project) based on the analysis of the likelihood/probability and impact of the event. For USER-CHI, risk ratings of Low, Moderate, or High are assigned based on the following criteria:

- **Low Risk**: Has little or no potential for increase in cost, disruption of schedule, or degradation of performance. Actions within the scope of the planned project and normal management attention should result in controlling acceptable risk.
- **Moderate Risk**: May cause some increase in cost, disruption of schedule, or degradation of performance and/or quality. Special action and management attention may be required to control acceptable risk.
- **High Risk:** Likely to cause significant increase in cost, disruption of schedule, or degradation of performance and/or quality. Significant additional action and high priority management attention will be required to control acceptable risk. This type of risk may be subject to a report to the Commission.

Contingency Plan

Once identified and assessed, it is essential to trace risks both in their status (Risk Monitoring) and with respect to necessary activities. A contingency plan should cover the registration and reaction to the change of environmental conditions to avoid risk events.

7.2 Risk management organisation and responsibilities

The USER-CHI Coordinator (**PC**) is the overall risk manager and responsible for:

- Briefing the consortium on the status of USER-CHI risks during CP meetings.
- Tracking efforts to reduce high risk to acceptable levels.
- Facilitating consortium-level risk assessments during PMB meetings.
- Combining risk briefings, reports, and documents as delivered by the WP leaders and required for project reviews by the Commission.

The **PMB** assists the PC with:

- Maintaining this section of the Project Management Plan - Risk Management – updated (as a sup-porting process) for USER-CHI.
- Provision and maintenance of the risk information form.

The **Work Package Leaders** are responsible for the risk assessment within their work packages:

- Risk identification.
- Risk analysis.
- Risk handling.
- Risk information to the PC (in case of moderate or high risk).
- Risk monitoring.
- Briefing the respective Work Package members on the status of risks.

- Tracking efforts to reduce low and moderate risk to acceptable levels.
- Preparing risk briefings, reports, and documents required for project reviews during PSC meetings.

7.3 Risk management process

This section describes the USER-CHI risk management process and provides an overview of the USER-CHI risk management approach. Figure 7 shows, in general terms, the overall risk management process that will be followed in USER-CHI. Each of the risk management functions shown in Figure 6 is discussed in the following paragraphs, along with specific procedures for executing them.

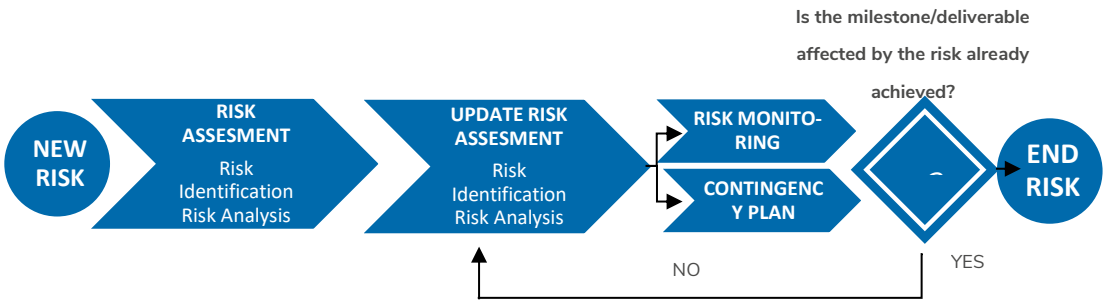

FIGURE 7: RISK MANAGEMENT PROCESS

7.3.1 Risk assessment

Risk assessment includes the identification of critical risk events/processes, which could have an adverse impact on the project, and the analysis of these events/processes to determine the likelihood of occurrence/process variance and consequences.

Risk assessment is an iterative process. Each risk assessment is a combination of risks identified/analysed in the previous phase and the identification/analysis of risks on current milestones/deliverables according to the DoA.

7.3.1.1 Risk identification process and procedure

Risk identification is the first step in the assessment process. The basic process involves searching through the entire USER-CHI project plan to determine those critical events that would prevent the project from achieving its objectives.

All identified risks will be documented in the Risk Table – see deliverable D10.2 -, with a statement of the risk and a description of the conditions or situations causing concern and the context of the risk.

Risks will be identified by all individuals in the USER-CHI project, particularly by the Work Package Leaders.

The basic procedure of identifying risks consists of the following steps:

1. Understand the requirements and overall project quality and performance goals. Examine the operational (functional and environmental) conditions under which the values must be achieved by referring or relating to the DoA.
2. Identify the processes and activities (tasks) that are needed to produce the results.
3. Evaluate each activity/task against sources/areas of risk.

7.3.1.2 Risk indicators

Following indicators are helpful for identifying risks:

- Lack of stability, clarity, or understanding of requirements: Requirements drive the research and the design of the prototypes. Changing or poorly stated requirements guarantee the introduction of performance, cost, and schedule problems.
- Failure to use best practices virtually assures that the project will experience some risk. The further the deviation from best practices, the higher the risk.
- Insufficient or inadequate resources: People, funds, schedule, and tools are necessary ingredients for successfully implementing a process. If any are inadequate, to include the qualifications of the people, there is a risk.
- Test Failure may indicate corrective action is necessary. Some corrective actions may not fit available resources, or the schedule, and (for other reasons as well) may contain risk.

- Negative trends or forecasts are cause for concern (risk) and may require specific actions to turn around.
- Communication is a critical success factor for USER-CHI. Failure to provide (push) available information actively as well as to demand (pull) required information actively will both introduce considerable risk.

7.3.1.3 Risk analysis process and procedure

Risk analysis is an evaluation of the identified risk events to determine possible outcomes, critical process variance from known best practices, the likelihood of those events occurring, and the consequences (impact) of the outcomes. Once this information has been determined, the risk event may be rated against the project's criteria and an overall assessment of low, moderate, or high may be assigned.

The basic procedure for analysing risk comprises the following steps:

1. Gather all identified risks.
2. Assignment of likelihood/probability and consequence to each risk event to establish a risk rating.
3. Prioritisation of each risk event relative to other risk events.
4. Quantitative analysis.

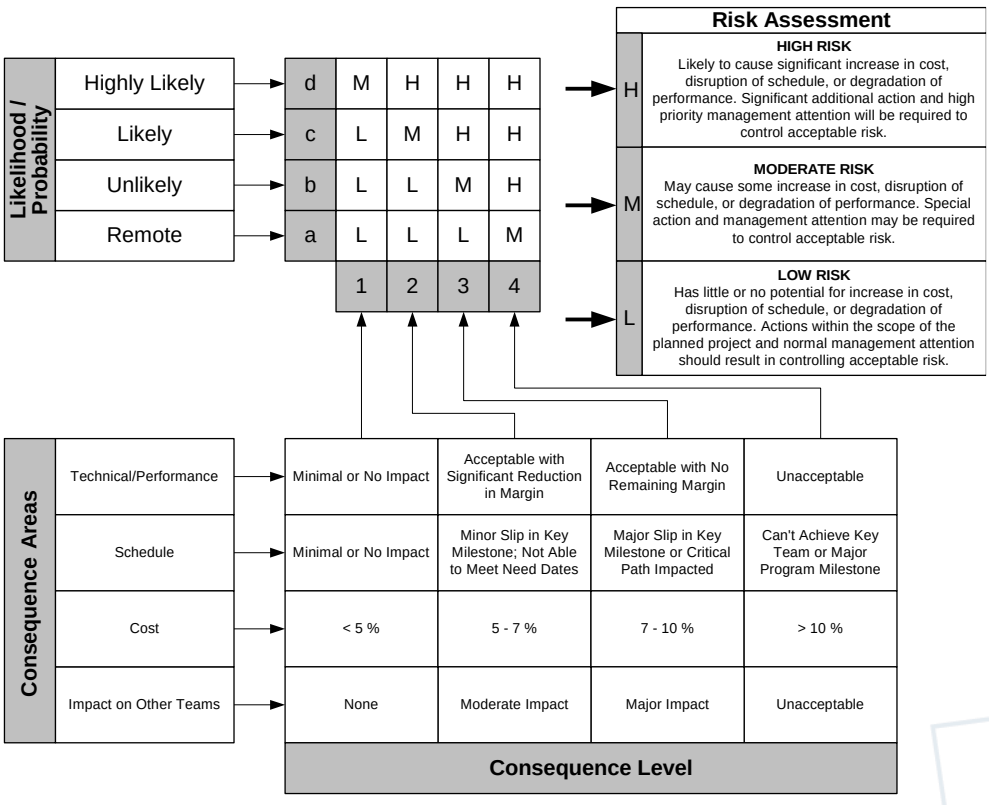

FIGURE 8: RISK ASSESSMENT MATRIX

The following items provide some more details on the most important issues of the risk assessment matrix:

• **Likelihood/Probability:** For each risk area identified, the likelihood/probability of the risk must be determined. There are four levels (a-d) in the USER-CHI risk assessment process, with the corresponding criteria of Remote, Unlikely, Likely and Highly Likely. If there is zero likelihood of an event, there is no risk per our definition.

• **Consequence/Impact**: For each risk area identified, the following question must be answered: Given the event occurs, what is the magnitude of the consequence? There are four levels of consequence (1-4) for this project. Further, there are four areas that we will evaluate when determining consequence: technical performance, schedule, cost, and impact on other teams (work packages). At least one of the four consequence areas need to apply for there to be a risk; if there is no adverse consequence in any of the areas, there is no risk at all.

o **Technical Performance**: this category refers to content and includes all requirements that are not included in the other three metrics of the consequence table.

o **Schedule**: this category refers to impacts in the overall time framework of the project. It is important to avoid excluding a consequence level from consideration just because it does not affect the work plan of a specific team/work package – i.e. try to have the whole USER-CHI consortium in mind.

o **Cost:** since costs vary significantly within USER-CHI, the percentage criteria shown in the matrix may not strictly apply at the lower levels of the work breakdown structure. Therefore, the work package leaders may set the percentage criteria that best reflect their situation, but have to report any deviation from the matrix to the PC.

o **Impact on Other Teams (work packages):** both the consequence of a risk and the mitigation actions associated with reducing the risk may impact another team. This may involve additional coordination or management attention (resources) and may therefore increase the level of risk.

7.3.1.4 Evaluation of Risks

During Risk Analysis it is possible that identified scenarios of occurring risk events cause impact to several impact areas. In this case a consequence combination is present and the worst case of the risk assessment (high risk, moderate risk, low risk) is applicable and influences the required actions as described in the matrix. Of course, all identified consequence areas to a risk events must be recorded, and the consequence area caused the final assessment must be clearly identified.

7.3.1.5 Quantitative Analysis

After completion of the risk analysis the quantitative analysis takes place and assigns a rating to each risk (low, medium, high). This finally yields an overview on the risk status over the entire course of the project.

7.3.2 Risk monitoring

7.3.2.1 Risk monitoring process

Risk monitoring systematically tracks and evaluates the performance of risk-handling actions. It is part of the management board function and responsibility and will not become a separate discipline. Essentially, it compares predicted results of planned actions with the results actually achieved to determine the status and the need for any change in risk-handling actions.

To ensure that significant risks are effectively monitored, risk-handling actions will be reflected in risk table and analysed at each CP meeting. Identifying these risk-handling actions and events in the context of the work breakdown structure establishes a linkage between them and specific work packages, making it easier to determine the impact of actions on cost, schedule, and performance.

7.3.2.2 Risk monitoring procedure

Each member of the consortium is responsible for monitoring and reporting the effectiveness of the handling actions for the risks assigned.

Risks rated as **High** will be reported to the PC, who will handle and track them until the risk is considered Medium or Low and recommended for "Close Out".

Risks rated as **Moderate** will be reported to WLs, who will also track them until the risk is considered Low and recommended for "Close Out". However, the risk will be handled within the work package under the responsibility of the work package leader.

Risks rated as **Low** are tracked within the work package and monitored continuously to ensure they stay low.

The risk management process is continuous. Information obtained from the monitoring process is fed back for reassessment and evaluations of handling actions to improve the process itself in co-operation with the risk manager and the quality manager.

7.3.3 Contingency plan

7.3.3.1 Risk handling process

After the project's risks have been identified and assessed, the approach to handle each significant risk must be developed. There are essentially four techniques or options for handling risks:

- Avoidance (application of tasks in order to avoid the risk event).
- Control (watch the environmental conditions for influences on an already assessed risk).
- Transfer (application of tasks to set a risk to a lower level).

- Assumption (base a decision for handling plans on the assumption the risk event happens).

For all identified risks, the various handling techniques should be evaluated in terms of feasibility, expected effectiveness, cost and schedule implications, the effect on the system's technical quality/performance and the most suitable technique selected.

The results of the evaluation and selection will be included and documented in the risk table. This documentation will include:

- What must be done,
- the level of effort and materials required,
- the estimated cost to implement the plan,
- a proposed schedule showing the proposed start date,
- the time phasing of significant risk reduction activities,
- the completion date,
- their relationship to significant Project activities/milestones,
- recommended metrics for tracking the action,
- a list of all assumptions,
- the person responsible for implementing and tracking the selected option (usually the responsible work package leader).

7.3.3.2 Risk handling procedure

The respective work package leader or (in case of high risk) the PC is responsible for evaluating the risk handling options that are best fitted to the project's circumstances. Once approved, these are included in the work package's or project's strategy or management plans, as appropriate.

For each selected handling option, the responsible project team member will develop specific tasks that, when implemented, will handle the risk. The task descriptions should explain what has to be done, the level of effort, and identify necessary resources. The team member should also provide a proposed schedule to accomplish the actions including the start date, the time phasing of significant risk reduction activities, the completion date, their relationship to significant Project activities/milestones and a cost estimate. The description of the handling options should list all assumptions used in the development of the handling tasks.

7.4 Risk table

The main tool to keep track of the different identified risks is the Risk Table. It contains all the fields to correctly assess, monitor and mitigate a risk.

The table is structured considering the WPs in USER-CHI in order to create a direct connection between the risks and the responsible of its control. It could be the case that the risk manager – or WP leader – is not the same as the risk responsible – partner that should provide an action plan and mitigate the problem.

The risk table provides an easy way to quantify the severity of the problem. It implements the risk assessment matrix described above and a global risk indicator that considers the assessment of the four consequence areas as a whole.

In this way, the partner identifying a risk, only has to indicate the probability of the risk (HL=Highly Likely=4; L=Likely=3; U=Unlikely=2; R=Remote=1) and the impact in each of the consequence areas (1 Minimum, 4 Maximum). The table is capable of translating the assessment into the three categories (high risk, moderate risk, low risk) and calculate the global indicator as an average of the different areas (0 Minimum, 4 Maximum).

As explained before, a low global indicator may still imply a high risk, since the worst case should be always considered. A high risk in a single area will imply a low global indicator; however, it requires the maximum priority and attention. The global indicator serves to prioritise and order risks with the same qualification but affecting more than one area.

See Deliverable D10.2.

8 Dissemination

The following sections provide the basic procedures and information regarding Dissemination in USER-CHI. The complete analysis of the dissemination plans will be covered at the Communication and dissemination strategy.

8.1 Publication procedure

In order to coordinate the participation of partners in dissemination activities (conferences -both in Europe and at international level- and publications) and properly notify the Commission of any event, the following criteria apply for the consideration of such activities:

- It is essential that adequate time for considering the publication or participation in an event is given. Therefore, the notification may be circulated as soon as possible and no less than 30 days in advance of the event. The notification may be submitted to the coordinator and the dissemination manager via email. The concerned partner must update the dissemination tracker accordingly. The dissemination tracker is available on the Alfresco repository [3]–. It is advised to upload relevant Call for Papers (CFPs) ASAP in the repository in a Year-Month-Day_Event format (where the first part indicates the deadline for papers submission).
- The application may include, if possible, a copy of the conference program together with a rationale describing the conference and explaining the proposed role of USER-CHI –i.e. networking, presentation of results, poster session, etc.
- Any partner in the consortium can publish its own results without previous permission, it only needs to notify the dissemination manager and fulfil the EC requirements hereafter identified. It is however preferred that common publications arise as a result of cooperation among the partners.
- Unless the Commission requests otherwise, any notice or publication by the contractors about the project, including at a conference or seminar, must specify that the project has received research funding from the European Union's Horizon 2020 Research and Innovation Programme and may display the European Union flag. When displayed in association with a logo, the European emblem should be given appropriate prominence (contract article 29.4). A pre-print or an abstract of the paper should be sent to the coordinator with the application.

[3] https://tecbox.etra-id.com/share/page/site/userchi/document-details?nodeRef=workspace://SpacesStore/174afb9f-e761-44fc-bda0-796162d7515f

- Any notice or publication by the partners, in whatever form and on or by whatever medium, must specify that it reflects only the author's view and that the Community is not liable for any use that may be made of the information contained therein (contract article 29.5).
- If a result is shared by several partners, the publication needs the approval of all the partners involved. The notification submitted to the PC will have to be circulated to all the partners involved. If there is no response, approval is granted.
- Participants may provide to the coordinator, a copy of the concise written report produced for the project within two weeks of the event.
- The attendee may provide, where possible, a copy of the Conference proceedings or a suitable extract to the coordinator.
- The provisions of the Contract and the Consortium Agreement should be taken into account in the dissemination of results of the project.
- A quote like the following one should be included in any dissemination document produced by a partner:
- The authors would like to thank for their support the partners of the European Commission co-founded H2020 project USER-CHI (http://userchi.eu/).
- The cost and frequency of the conference attendance should always be minimised and kept in proportion to the size and resources of the Project.
- Conferences out of the EU territory require the previous approval of the EC.

8.2 Project publications and communications

All project published publications and communications (scientific/technical or not) regardless of their consideration of "dissemination"[4] or "communication"[5] must include the following mention and disclaimer:

[4] Where GA ARTICLE 29 — DISSEMINATION OF RESULTS — OPEN ACCESS — VISIBILITY OF EU FUNDING applies

[5] Where GA ARTICLE 38 — PROMOTING THE ACTION – VISIBILITY OF EU FUNDING applies

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More information available at www.userchi.eu

This [insert type of activity] reflects only the author's views and neither the Agency nor the Commission are responsible for any use that may be made of the information contained therein

All sorts of external communication are encouraged to promote the USER-CHI project and its results. The dissemination strategy of USER-CHI is streamlined through a communication and dissemination strategy (D9.1).

The person leading the USER-CHI communication and dissemination activities (WP9) is:

Dissemination and Communication Manager (DCOM): Matilde Chinellato (EUR)

Provisions are made to provide coordination, consistency and quality of publications for the benefit of the project's reputation. A second purpose is to give visibility within the project to any public relation activities of the partners.

Any evidence of a dissemination activity must be stored on the project repository (i.e. "Full Paper" version and presentation material) and uploaded in the Participant Portal.

In general, the dissemination activities, including but not restricted to publications and presentations shall be governed by Article 29 of the Grant Agreement. The CA defines also the dissemination rules in section 8.4. Specifically, partners will be responsible for including the EU emblem, acknowledgement of EU funding, and disclaimers.

8.2.1 Press releases and other media contacts

All partners can send out press releases on their own markets.

Press releases should be done to cover all major milestones of the project. As DCOM, EUR will coordinate the press releases for the milestones. Partners willing to issue their own press releases must contact first with the DCOM in order to crosscheck if something is already available on the subject.

For all other public project-related communication, the use of the USER-CHI logo and design is mandatory. When it comes to IPR, all publication must follow the Grant Agreement and the Consortium Agreement.

8.2.2 Image rights and quality

Notes on image quality and image rights need to be paid attention at all publication activities. The general recommendation for the image quality is shown in the following table. In the case of picture rights, the origin of the picture, as well as the creator, must be mentioned. During the project, the author is always responsible for obtaining appropriate image rights, whether for printing publications or web-based publications. The general recommendations are:

TABLE 8: IMAGE RIGHTS AND QUALITY

	Description
Quality	Images for publications, 300 dpi (Size 100 x 150mm) Images for web, 160 dpi (Size 60 x 60mm)
Rights	© Institution/Company or author, origin

8.3 Open access to USER-CHI scientific publications

The Data Management Plan (D11.3) establishes the data management life cycle for the data to be collected, processed and/or generated by USER-CHI. As part of making research data Findable, Accessible, Interoperable and reusable (FAIR), the DMP will include information on the handling of research data during and after the end of the project what data will be collected, processed and/or generated which methodology and standards will be applied. It will also provide details on the data that will be shared/made open access and how data will be curated and preserved (including after the end of the project).

The following sections provide an introduction to the Open Access Requirements in H2020 and the procedures that the project will establish in D11.3 "Data Management Plan" to guarantee FAIR data.

8.3.1 Introduction to Open Access to scientific publications in H2020

The official **"Guidelines on Open Access to Scientific Publications and Research Data in Horizon 2020"** explain what is considered Open Access, and how it could be achieved best:

http://ec.europa.eu/research/participants/data/ref/h2020/grants_manual/hi/oa_pilot/h2020-hi-oa-pilot-guide_en.pdf

The following extract introduces Open Access, as well as "green" and "gold" modalities of open access provision:

8.3.2 What is Open Access (OA)?

Open access can be defined as the practice of providing on-line access to scientific information that is free of charge to the end-user and that is re-usable. In the context of research and innovation, 'scientific information' can refer to (i) peer-reviewed scientific research articles (published in scholarly journals) or (ii) research data (data underlying publications, curated data and/or raw data).

(i) **Open access to scientific publications** refers to free of charge online access for any user. Legally binding definitions of 'open access' and 'access' in this context do not exist, but authoritative definitions of open access can be found in key political declarations on this subject. These definitions describe 'access' in the context of open access as including not only basic elements such as the right to read, download and print, but also the right to copy, distribute, search, link, crawl, and mine.

There are two main routes towards open access to publications:

A. **Self-archiving** (also referred to as 'green' open access) means that the published article or the final peer-reviewed manuscript is archived (deposited) by the author - or a representative - in an online repository before, alongside or after its publication. Repository software usually allows authors to delay access to the article ('embargo period').

B. **Open access publishing** (also referred to as 'gold' open access) means that an article is immediately published in open access mode. In this model, the payment of publication costs is shifted away from readers paying via subscriptions. The business model most often encountered is based on one-off payments by authors. These costs (often referred to as Author Processing Charges, APCs) can usually be borne by the university or research institute to which the researcher is affiliated, or to the funding agency supporting the research. In other cases, the costs of open access publishing are covered by subsidies or other funding models.

(ii) **Misconceptions about open access to scientific publications**. In the context of research funding, open access requirements do not imply an obligation to publish results. The decision on whether or not to publish lays entirely with the project partners. Open access becomes an issue only if the publication is elected as a means of dissemination.

Moreover, OA does not interfere with the decision to exploit research results commercially, e.g. through patenting. Indeed, the decision on whether to publish open access must come after the more general decision on whether to publish directly or to first seek protection.

8.3.3 USER-CHI Open Access publication strategy

The Open Access to publications contractual baseline is provisioned under Article 29.2 of the USER-CHI Grant Agreement - i.e. scientific publications in the frame of USER-CHI must at least comply with Article 29.2's provisions:

> **29.2 Open access to scientific publications**
>
> *Each beneficiary must ensure open access (free of charge online access for any user) to all peer-reviewed scientific publications relating to its results.*
>
> *In particular, it must:*
>
> a) *as soon as possible and at the latest on publication, deposit a machine-readable electronic copy of the published version or final peer-reviewed manuscript accepted for publication in a repository for scientific publications.*
>
> *Moreover, the beneficiary must aim to deposit at the same time the research data needed to validate the results presented in the deposited scientific publications.*
>
> b) *ensure open access to the deposited publication — via the repository — at the latest:*
>
> i. *on publication, if an electronic version is available for free via the publisher, or*
>
> ii. *within six months of publication (twelve months for publications in the social sciences and humanities) in any other case.*

c) *ensure open access — via the repository — to the bibliographic metadata that identify the deposited publication.*

The bibliographic metadata must be in a standard format and must include all of the following:

- *the terms "European Union (EU)" and "Horizon 2020".*
- *the name of the action, acronym and grant number.*
- *the publication date, and length of embargo period if applicable, and*
- *a persistent identifier.*

8.3.4 Procedure to ensure Open Access to peer-reviewed scientific publications

Partners will provide Open access to all scientific publications (free of charge online access for any user) using **Self-archiving ('green' open access)**. This is, using one or more 'green' Open Access repositories.

In any case, the 'green' Open Access repositories used must be at least accessible from **OpenAIRE** [4], the **repositories listing** of the European Commission.

D11.3 identifies the 'green' open access repositories to be used – depending on the availability of already existing institutional repositories by partners.

In the case that one or more partners publish a scientific publication in 'gold' open access journals, are these journals that offer open access against payment from the authors, such publications shall also be self-archived in one of the above listed 'green' open access repositories.

8.3.5 Procedure to ensure Open Access to peer-reviewed scientific publications

Foreword:

This procedure aims to complement, with practical information for researchers, the requirements of the European Commission on Open Access of scientific publications contained in the official *Guidelines on Open Access to Scientific Publications and Research Data in Horizon 2020*[6] [5]

It also acknowledges the instructions added in the *Open Access section of the H2020 online manual* [6] from which reference to a model amendment to publishing agreement has been

[6] EUROPEAN COMMISSION Directorate-General for Research & Innovation. H2020 Programme Guidelines on Open Access to Scientific Publications and Research Data in Horizon 2020, version 3.1 25 August 2016 http://ec.europa.eu/research/participants/data/ref/h2020/grants_manual/hi/oa_pilot/h2020-hi-oa-pilot-guide_en.pdf

introduced to underline the importance of negotiating embargo periods with publishers to meet the expectation of the EC of maximum 6 months of embargo period in Green Open Access model.

Disclaimer:

This procedure does not substitute the above official guidelines, and these must be taken into account during the whole process of publishing (they include details, technical requirements, definitions, further recommendation amongst others, that need to be followed and are not contained in this procedure).

This procedure is based on and derives from interpretation of the above referenced official guidelines as published on 25 August 2016 as version 3.2 and the Open Access section of the H2020 online manual up to 03/11/2017; it may need to be updated in further versions of the guidelines or other guiding documents on open Access are provided by the European Commission in the future.

Scope of the open-access obligation:

Peer-reviewed articles are the main focus of the open access obligation. Other formats as monographs, conference proceedings, book chapters, or any other type of outputs are encouraged to be open access, although they are not the main focus of the mandate[7].

Selecting/negotiating with publishers:

Thus, before submitting a paper to any journal or congress, etc., it is necessary to:

1st: Be aware whether the contract (copyright license agreement) with the publisher permits the consortium to open the publication, immediately or within 6 months. In case that there is an embargo period allowing us to open the publication not immediately but in a given time not higher than 6 months, the project partner needs to be aware of the exact starting date of the embargo (The OpenAIRE helpdesk team says f.e.: "If there is no explicit information from the editor regarding the embargo to the hardcopy, generally and by default the embargo period starts with the 1st online publishing.")

"To provide support concerning compliance with Horizon 2020 embargo periods the Commission offers a **model amendment to publishing agreement** [7], which are often signed between authors and publishers. This model is not mandatory but reflects the obligations for the beneficiary under the H2020 grant agreements. It can be supplemented by further provisions agreed between the parties, provided that they are compatible with the Grant Agreement. The Commission/Agency takes no responsibility for the use of this model".

2nd: Be aware which version of the paper is allowed to be made open accessible:

- "Pre-print" version (a draft paper before the peer review). **The European Commission does not accept pre-print versions as open access publications**

[7] See annotations to ARTICLE 29 in annotated model GA http://ec.europa.eu/research/participants/data/ref/h2020/grants_manual/amga/h2020-amga_en.pdf

- "Accepted" or "post-print" version (final peer-reviewed manuscript accepted for publication). The European Commission accepts "post-print" versions as open access publications.
- "Published" or "editor's" version (it is the version as published by the editor, i.e., designed with the layout of the journal or book published). The European Commission accepts "published" versions as open access publications.

3rd: Be aware of applicable fees ("Article processing charges'") that the author might has to pay to the editor to be able to open the publication. These costs are eligible in H2020 projects.

4th: Be aware of any other clause in the contract, that may affect Open Access publishing in any way.

5th: Keep the agreement and make it available to the co-authors as well as the final peer reviewed version of the publication.

"In all cases, the Commission encourages authors to retain their **copyright** and grant adequate licences to publishers. Creative Commons offers useful licensing solutions. This type of licence is a good legal tool for providing open access in its broadest sense."

8.3.6 Update: Guidelines for open access to publications, data and other research outputs – for H2020 projects working on the 2019 coronavirus disease (COVID-19), the severe acute respiratory syndrome coronavirus 2 (SARS-CoV-2), and related topics

USER-CHI does not work directly on clinical or medical issues related to COVID-19. However, especially during WP7 "Cross-site Evaluation and Impact Assessment" and the "T7.3 Impact Assessment" aspects related to COVID-19 could be examined.

The Impact Assessment of T7.3 will include the qualitative assessment of scale-up USER-CHI performance and environmental, social and economic impact of USER-CHI solutions at all 5 partner countries and a selected set of at least five other relevant EU countries.

The update is available here:

https://ec.europa.eu/research/participants/data/ref/h2020/other/hi/oa-pilot/h2020-guidelines-oa-covid-19_en.pdf

8.4 USER-CHI Website

The website informs the public, and all the other project's target audiences about the aims, outcomes and products of the project. It is the project's first window for external stakeholders, providing information on USER-CHI objectives, partners, products, publications, news and success stories. It features the demonstrator and replication cities in detail, including stories for inspiration in other cities across Europe.

The updating process is user friendly and does not require specialised skills and the WordPress based content management system allows for the easy creation of new pages, inclusion of new text, image and video content. The website features dedicated pages for news and events in a blog style. The website embeds videos, podcasts, and publications.

The website addresses all target groups and is developed in a user-friendly way, ensuring easy and smooth navigation. The USER-CHI website can be consulted at http://www.userchi.eu.

The website also includes links to dedicated USER-CHI pages on social media, i.e. YouTube, LinkedIn and Twitter (see Social Media for further details).

Primary language of the website is English, although some specific content is provided in one of the USER-CHI languages (leaflets for example) and it supports google translation features. The website does not include a protected area which is located on a third-party tool (Alfresco) to facilitate the exchange of documents, discussions and disseminate information.

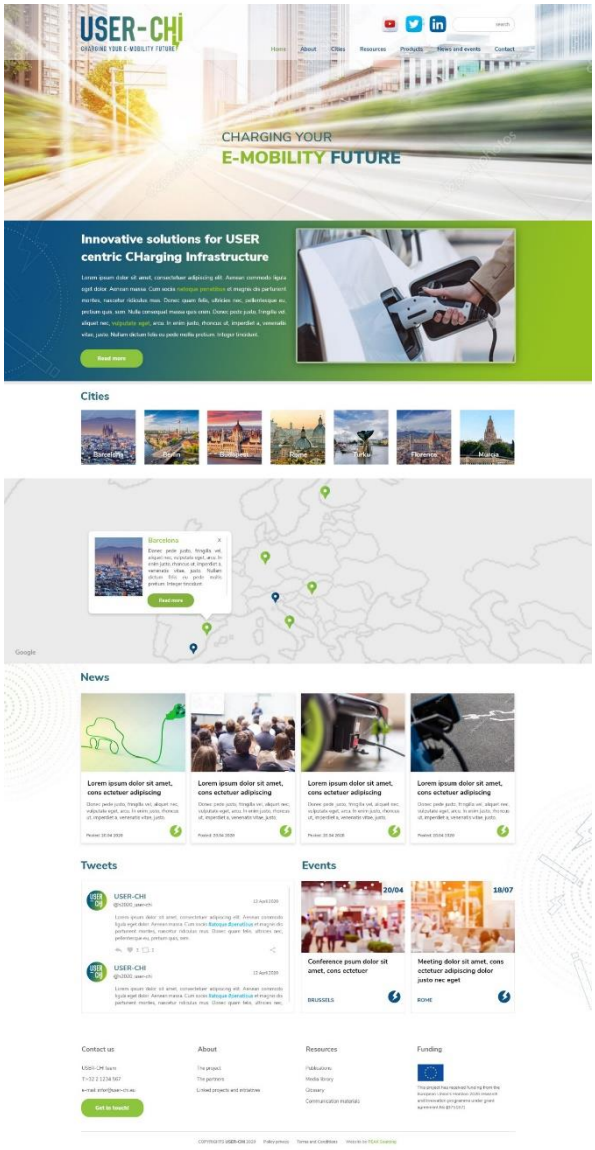
Initially, the website is structured as follows:

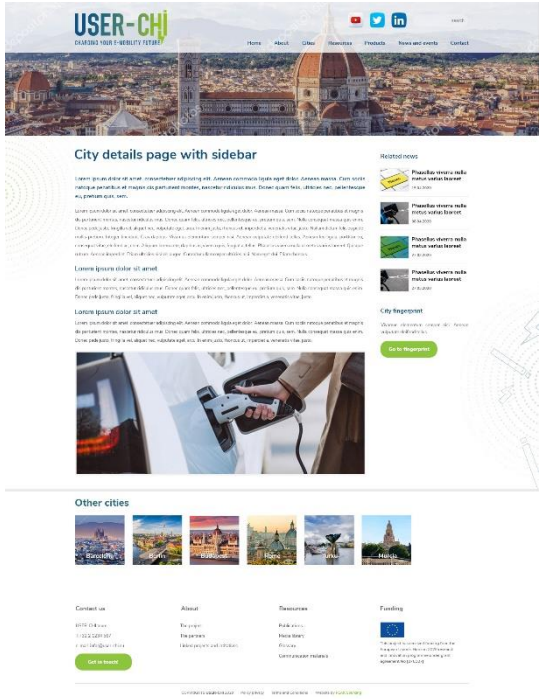
TABLE 9: USER-CHI WEBSITE STRUCTURE

Home	About	Cities	Resources	Products	News and events	Contact us
	The project	Barcelona	Publications	CLICK	News	
	The partners	Berlin	Media library (*videos, podcasts*)	Station of the future	Events	
	Linked projects and initiatives	Budapest	Communication material (*leaflets, postcards or other communication material*)	eMoBest		
		Rome	Glossary	INFRA		
		Turku		INCAR		
		Florence		SMAC		
		Murcia		INSOC		
				INDUCAR		

The images below show an initial design sketch of the website.

FIGURE 6: WEBSITE DRAFT LAYOUT





9 Conclusions

USER-CHI cooperation processes and most relevant coordination information and guidelines are summarised in this document.

This Project Management Plan offers a synthetic and high-value guide for all partners involved in USER-CHI in order to facilitate and assure that all actions and activities within the project are coherent and well-coordinated, while a proper level of flexibility is maintained to allow an agile development and coordination of the actions.

The document aims at maximising the impact of USER-CHI, optimising the coordination of efforts made by all partners, and providing tools and recommendations in order to improve the dissemination and communication impacts of the actions made by the partners.

List of references

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[8] E. C. R. 2014/94/eu, «Directive 2014/94/EU of the European Parliament and of the Council of 22 October 2014 on the deployment of alternative fuels infrastructure Text with EEA relevance,» [En línea]. Available: https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=celex%3A32014L0094.

List of acronyms

Acronym	Meaning
AMB	Área Metropolitana De Barcelona (Project partner)
BBH	Becker Buttner Held+B2:B26 Partnerschaft (Project linked third party)
BE	Belgium
BKK	Bkk Budapesti Kozlekedesi Kozpont Zartkoruen Mukodo Reszvenytarsasag (Project linked third party)
BUD	Municipality Of The City Of Budapest (Project partner)
CIR	Circontrol (Project partner)
CIT	Cities Forum Slu (Project partner)
CLICK	Charging Location and Holistic Planning Kit
CP	Consortium Plenary
D	Deliverable
DE	Deutschland / Germany
DoA	Description of Action
DSI	Digital System Integrator S.R.L. (Project partner)
EC	European Commission
eMoBest	e-Mobility Replication and Best Practices Cluster (Product of the project)
ENEA	Agenzia Nazionale Per Le Nuove Tecnologie, L'energia E Lo Sviluppo Economico Sostenibile . (Project partner)
ENEL	ENEL X SRL . (Project partner)
ENER	Turku Energia . (Project partner)
ES	España / Spain
ETRA	Etra Investigación Y Desarrollo S.A. (Project Coordinator)
EUR	EUROCITIES (Project Partner)
EV	Electric Vehicles
FIT	FIT Consulting (Project partner)
FLO	Comune Di Firenze (Project partner)

Acronym	Meaning
GA	Grant Agreement
GEW	Gweobag Wohnungsbauaktiengesellschaft Berlin (Project partner)
HU	Hungary
IBV	Instituto De Biomecánica De Valencia (Project partner)
ICE	Internal Combustion Engines
ICT	Information And Communication Technology
IKEM	Institut Für Klimaschutz, Energie Und Mobilität (Project partner)
INCAR	Interoperability, Charging and Parking Platform (Product of the project)
INDUCAR	Inductive Charging for e-Cars (Product of the project)
INFRA	Interoperability Framework (Product of the project)
INSOC	Integrated Solar DC-Charging for LEVs (Product of the project)
IPR	Intellectual Property Rights
IPT	IPT TECHNOLOGY GMBH (Project partner)
IT	Italy
FIN	Finland
MUR	Municipality of Murcia (Project partner)
O	Objective
P	Product
PC	Project Coordinator
PERT	Program Evaluation Review Technique
PM	Person Month
PPR	Project Periodic Report
PSC	Project Steering Committee
QWI	QWICC GMBH (Project partner)
QM	Quality Management
RM	Risk Management
RSM	Roma Servizi Per La Mobilità S.R.L. (Project partner)

Acronym	Meaning
SMAC	Smart Charging Tool (Product of the project)
T	Task
TUR	City Of Turku (Project partner)
TVT	Tvt Asunnot Oy (Project partner)
UNE	Asociación Española De Normalización (Project partner)
USER-CHI	Project Title: innovative solution for USER centric CHarging Infrastructure
VASO	Varsinais-Suomen Asumisoikeus Oy (Project partner)
VMZ	VMZ Berlin Betreibergesellschaft mbH (project partner)
WBS	Work Breakdown Structure
WP	Work Package

Figures and Tables

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