



5GMOBIX

5G for cooperative & connected automated
MOBility on
X-border corridors

Quality Management Plan

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Control sheet

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LIST OF FIGURES	5
LIST OF TABLES.....	6
ABBREVIATIONS	7
EXECUTIVE SUMMARY	8
1. INTRODUCTION	9
1.1. Introduction to 5G-MOBIX	9
1.2. Introduction to Project Quality Management.....	9
1.3. Purpose of the deliverable.....	11
1.4. Intended audience.....	11
2. QUALITY ASSURANCE PLAN.....	12
2.1. Quality assurance tools.....	12
2.1.1. Projectplace: the platform to share documents and submit deliverables.....	12
2.1.2. Quality registers	12
2.2. Quality assurance roles	13
2.2.1. Operational bodies	13
2.2.2. Strategic and decision-making bodies.....	17
2.3. Quality assurance procedures.....	17
2.3.1. Deliverables.....	17
2.3.1.1. General recommendations	17
2.3.1.2. Deliverable types and dissemination levels.....	18
2.3.1.3. Deliverable structure	19
2.3.1.4. Deliverable life cycle.....	19
2.3.2. Internal reporting	23
2.3.3. Dissemination activities.....	23
2.3.4. Financial reporting	24
3. QUALITY CONTROL ACTIVITIES	25
3.1. Deliverable life cycle progress.....	25
3.2. Peer review process	25
3.3. Peer review evaluation table	26
3.4. List of deliverables	27
3.5. Milestones	30
4. CONTINGENCY PLAN.....	31
4.1. Risk management	31



4.2.	Non-compliance.....	32
4.3.	Grant Agreement amendment.....	33
5.	CONCLUSION.....	34
	ANNEX 1 – DOCUMENT CONTROL SHEET.....	35
	ANNEX 2 – DELIVERABLE REGISTER.....	36
	ANNEX 3 – RISK REGISTER.....	37
	ANNEX 4 – TEMPLATES.....	38
	ANNEX 5 – REVIEW FORM.....	39

LIST OF FIGURES

Figure 1: Deliverable life cycle	22
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LIST OF TABLES

Table 1 – Project Quality Management Processes	10
Table 2 – Quality assurance roles in 5G-MOBIX	13
Table 3 – Main contact points having a role in Quality Assurance	16
Table 4 – Strategic and decision-making bodies.....	17
Table 5 – Deliverable types as defined by H2020	18
Table 6 – Deliverable dissemination levels as defined by H2020.....	18
Table 7 – Deliverable life cycle & process owners.....	20
Table 8 – Dissemination activities	24
Table 9 – Deliverable life cycle progress (percentage)	25
Table 10 – Peer Review Process.....	26
Table 11 – Peer review evaluation table.....	27
Table 12 – List of deliverables.....	27
Table 13 – Milestones	30
Table 14 – Preliminary list of critical risks for implementation.....	31

ABBREVIATIONS

Abbreviation	Definition
CCAM	Cooperative, Connected and Automated Mobility
DL	Deliverable Leader
EC	European Commission
KPI	Key Performance Indicator
PC	Project Coordinator
PMBok	Project Management Body of Knowledge
QA	Quality Assurance
QC	Quality Control process
QM	Quality Manager
QMP	Quality Management Plan
TMT	Technical Management Team
ToC	Table of Contents
WP	Work Package
WPL	Work Package Leader



EXECUTIVE SUMMARY

This document is the deliverable D1.2 – Quality Management Plan (QMP) of 5G-MOBIX, aiming at providing a single point of reference for the quality management processes implemented during the project.

The QMP defines guidelines to ensure the overall project quality. It targets the achievement of high-quality project outcomes and primarily applies to deliverable management, reporting and dissemination activities. It also describes the project organisation, roles and responsibilities related to **Quality Assurance** (QA) and **Quality Control** (QC) activities. QA comprises managerial actions aiming at high-quality output whereas QC is used to verify the quality of the output.

This deliverable complements [D1.1 – Project Management Plan](#). D1.1 describes the overall project management and introduces elements that are essential to a proper understanding of the present document, for instance the detailed organisational structure of the project and risk management.

The QMP describes the following elements:

- Introduction to Quality Assurance and Quality Control.
- Description of Quality Assurance and Quality Control roles.
- Quality Assurance activities and procedures, including but not limited to:
 - A definition of the roles and responsibilities of each partner in the consortium with regard to quality issues.
 - Harmonisation and systemisation of 5G-MOBIX's communication elements, such as templates for deliverables, internal or EC reports. This part complements the outputs resulting from WP7 – Dissemination and Exploitation.
- Quality Control activities and procedures, including but not limited to:
 - A methodology for peer reviewers to guarantee that the project deliverables are of high-quality and meet scientific standards and project objectives.
 - Clear deliverable evaluation criteria to monitor all phases of their development process.

The QMP is structured as follows:

Chapter 1 – Introduction briefly presents 5G-MOBIX, describes the key concepts of quality management and outlines the QMP structure.

Chapter 2 – Quality Assurance Plan presents the project's quality management principles in a comprehensive manner to help partner beneficiaries carry out their activities with a high standard of quality.

Chapter 3 – Quality Control Activities provides a set of procedures for optimal monitoring of the project quality and production of deliverables.

Chapter 4 – Contingency Plan focuses on the potential problems that may arise in the project and how they can be solved.

Chapter 5 – Conclusion summarises the main elements of the deliverable.

1. INTRODUCTION

1.1. Introduction to 5G-MOBIX

5G-MOBIX aims at executing Cooperative, Connected and Automated Mobility (CCAM) trials along x-border and urban corridors using 5G core technological innovations to qualify the 5G infrastructure and evaluate its benefits in the CCAM context as well as defining deployment scenarios and identifying and responding to standardisation and spectrum gaps. 5G-MOBIX's vision is to enable innovative, previously unfeasible, automated driving applications, both from a technical as well as from a business perspective.

The Project Consortium includes 47 beneficiaries and an additional nine international partners from Korea and China bringing the total partners involved to 56. This large Consortium shares responsibilities of tasks divided into eight Work Packages (WPs) across 10 EU countries as well as in Turkey, China and South Korea.

For a more details about the project, please refer to [D1.1](#): "*Executive summary*" and "*5G-MOBIX concept and approach*".

1.2. Introduction to Project Quality Management

This document, the Quality Management Plan (QMP), mainly relies on the Project Management Body of Knowledge (PMBoK), a set of standard terminologies and guidelines for project management. The body of knowledge evolves over time. Its most recent version was released in 2017ⁱ. PMBoK results from work overseen by the Project Management Instituteⁱⁱ.

The PMBoK highlights the importance of quality planning, quality assurance and quality control as essential aspects of the project management plan. These quality management processes are defined in Table 1 – Project Quality Management Processes.

Table 1 – Project Quality Management Processes

Quality management processes	What
<p>Quality Planning</p> <p>When:</p> <ul style="list-style-type: none"> - Before the production process - When quality assurance activities find a quality issue involving project changes and an update of the project management plan. 	<p>The QMP determines the quality requirements, how they will be measured and controlled. It can be a subsection of the project management plan or, for larger projects, a standalone document.</p> <p>Outputs: The QMP should contain at least:</p> <ol style="list-style-type: none"> 1. Quality standards that apply to the project 2. Measurement criteria and frequency 3. Inspection criteria = Quality Control Sheets
<p>Perform Quality Assurance</p> <p>When:</p> <p>During the production process, throughout the duration of the project.</p>	<p>Quality Assurance is prevention of errors to reach quality. Performing quality assurance ensures that the processes are in place to produce the project deliverables at the applicable level of quality. Quality Assurance asks the following questions:</p> <ol style="list-style-type: none"> 1. What are the applicable quality standards? 2. How is quality measured? 3. Who measures it? 4. What is measured? (number of units? types? processes?) 5. When is it measured? 6. What are the criteria for rejection? <p>Quality Assurance creates and analyses the systems to measure and control quality, in order to create confidence that quality deliverables will be produced.</p> <p>Outputs: A quality system is in place.</p>
<p>Perform Quality Control</p> <p>When:</p> <p>After the production process.</p>	<p>Quality Control is inspection for quality. Quality control measures the quality level of individual products and deliverables, and accepts or rejects them based on the criteria developed by Quality Assurance.</p> <p>Outputs: Quality is monitored on project outputs. Measures are taken to reach the expected quality, which may result in a change to the quality management plan.</p>

[Type text]

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1.3. Purpose of the deliverable

The QMP is delivered as part of WP1 and serves as a guideline and reference to enable a successful collaborative work towards achieving the project objectives with the highest quality. The document establishes procedures for Quality Assurance and Control, which are carried out through the following activities:

- Liaising with the Technical Management Team (TMT) about the quality status of project results.
- Supporting the Project Coordinator (PC) and the project managers with risk management by monitoring and mitigating quality risks.
- Defining 5G-MOBIX's quality procedures and providing guidelines for the production and peer review of project outputs.
- Supporting the deliverable owners in maintaining a high standard of quality in their reports.
- Monitoring the development of the internal reports and deliverables corresponding to project tasks, in liaison with the TMT.
- Supporting the dissemination manager with the production of high-quality presentations and papers from the participants.

1.4. Intended audience

The dissemination level of D1.2 is public (PU) but is meant primarily for (a) all members of the 5G-MOBIX project consortium, and (b) the European Commission (EC) services.

This document is intended to serve as an internal guideline and reference for all 5G-MOBIX beneficiaries, especially the governance bodies such as the General Assembly, the Steering Committee, the TMT, and the Advisory Board.



2. QUALITY ASSURANCE PLAN

Quality Assurance, along with Quality Control, is a primary component of a project quality system and comprises a set of processes to ensure that project deliverables meet the planned quality standards.

In 5G-MOBIX, the quality assurance plan (a) specifies tools (Projectplace, Quality Registers) ; (b) defines roles and responsibilities of all parties involved in the quality processes; and (c) establishes quality assurance procedures to obtain project deliverables with a high-quality standard.

2.1. Quality assurance tools

2.1.1. Projectplace: the platform to share documents and submit deliverables

Projectplace, a web-based project management and collaboration platform from Planview, is the main document management and communication tool used in 5G-MOBIX. Several groups (reflecting the organisation structure) have been created to facilitate communication among the members. The platform provides the teleconference facilities for organising the regular WP, Task and TMT virtual meetings. Any change or update must be communicated to the PC and the project managers who are the only members with rights to perform organisational changes within the platform. Projectplace integrates a versioning system.

All draft and submitted deliverables are saved on Projectplace. Quality management tracking tools and procedures are also accessible there.

2.1.2. Quality registers

The outputs of the quality management processes operated in 5G-MOBIX include two main documents:

- **Deliverable register.** This file monitors deliverable writing and submission processes. It is based on the list of deliverables and milestones described in Annex I of the Grant Agreement and reported in Sections 3.4 and 3.5 (See Annex 2).
- **Risk register.** New risks identified during the life cycle of the project are recorded here. It is described in Section 4.1 (See Annex 3).

The editors of these files are, in order of priority: PC < Quality Manager (QM) < other Project Managers < Work Package Leaders (WPLs). If changes are made to these documents, they are systematically discussed during TMT meetings.

2.2. Quality assurance roles

This section lists the governance bodies that have a direct responsibility in project quality management, as well as their roles. The complete project organisation, including the different management structures and complete contact details, are described in deliverable [D1.1](#).

The following tables provide a summary of the roles and responsibilities involved in quality management aspects, particularly with regard to the completion of tasks and submission of deliverables.

2.2.1. Operational bodies

Operational bodies are fully detailed in [D1.1](#). The two most important decision-making bodies in the context of quality management are:

- The **Project coordinator (PC)**, ERTICO, is responsible for the successful and smooth running of the entire project and coordinates the project according to EC rules and the terms of the Grant Agreement and the Consortium Agreement.

Role regarding quality management. The PC has full authority over all aspects that may affect the quality of the project, and is responsible in particular for: (a) chairing 5G-MOBIX decision-making bodies; (b) monitoring and controlling the deliverable drafting and submission processes in collaboration with Task T1.5 – *Quality Management*.

- The **Technical Management Team (TMT)**, monitors the operational execution of the project. It is chaired by the PC and is composed of the Project Managers, WPLs, and Trial Site Leaders.

The quality assurance roles in 5G-MOBIX are distributed to most of the participants according to their level of involvement and responsibilities. They are summarised in Table 2 below. In addition, for the sake of convenience, the main project contacts that have a role (directly or indirectly) in quality management are listed in Table 3.

Table 2 – Quality assurance roles in 5G-MOBIX

Body (Partner)	Role in the project	Responsibility regarding quality management
Technical Coordinator (WINGS)	<ul style="list-style-type: none"> - Acts at project level. - Is part of the TMT. - Crucial and active role in the overall coordination of the technical activities. 	<ul style="list-style-type: none"> - Monitors progress of all WP compared to the overall project plan (Gantt) and milestones. - Quality control and overall risk management. - Monitoring and control of the production of deliverables in



Body (Partner)	Role in the project	Responsibility regarding quality management
		collaboration with Task T1.5 – Quality Management.
Work Package Leaders (WPLs)	<ul style="list-style-type: none"> - Act at WP level. - Are part of the TMT. - Are responsible for the executive management of the individual WPs. - Are supported by Task Leaders. - Are responsible for the final deliverables of the WP. 	<ul style="list-style-type: none"> - Monitor progress of their tasks compared to the overall project plan (Gantt) and other WP needs. - Ensure timely and high qualitative production of all WP deliverables and results (e.g. deployments, tests, demos).
Task leaders	<ul style="list-style-type: none"> - Act at task level. - Are responsible for the executive management of the individual tasks. - Are supported by Task Participants. 	<ul style="list-style-type: none"> - Coordinate the preparation, quality control and submission of the deliverables related to their task.
Deliverable leaders (DLs)	<ul style="list-style-type: none"> - Are either task leaders or members of the TMT in order to ensure the proper communication of their activities. - Must ensure the entire lifecycle of deliverables development. 	<ul style="list-style-type: none"> - Have the full responsibility for the deliverable production process with expected quality standards and for submitting them on time.
Task participants	<ul style="list-style-type: none"> - Contribute to the tasks to which they are allocated. - Must contribute to the project deliverables resulting from tasks that involve them. 	<ul style="list-style-type: none"> - Contribute to the deliverables that are related to their tasks.
Corridor and Trial Site Leaders	<ul style="list-style-type: none"> - Act as site level. - Are part of the TMT. - Are the interfaces between the TMT and local-site teams. - Are responsible for the close linkage of 5G-MOBIX activities to the local corridor and trial sites. 	<ul style="list-style-type: none"> - Ensure the harmonization of time plans, test scenarios, data management and the continual information about evaluation methods and impact assessment.
Innovation Manager (VICOMTECH)	<ul style="list-style-type: none"> - Acts at project level. - Is part of the TMT. - Leads the Innovation Management 	<ul style="list-style-type: none"> - Ensures that the project coordination develops favourable conditions for innovation and takes necessary

Body (Partner)	Role in the project	Responsibility regarding quality management
	<p>task (T1.3) to ensure that the project coordination develops favourable conditions for innovation and takes necessary actions to make certain that the innovations are effectively exploited after the end of 5G-MOBIX.</p>	<p>actions to ensure that the innovations are effectively exploited after the end of 5G-MOBIX.</p>
<p>Data Manager (AKKA)</p>	<ul style="list-style-type: none"> - Acts at project level. - Is part of the TMT. - Leads the Data Management task (T1.4) and will ensure project coordination in terms of the collection, storage and handling of evaluation data, as well as their publication as part of the Open Research Data Pilot. - Ensures adequate dealing with data privacy and data protection regulations, together with WP8. 	<ul style="list-style-type: none"> - Ensures project coordination in terms of the evaluation data collection, storage and handling, as well as their publication as part of the ORDP. Raises potential issues and proposes solutions for dealing adequately with data privacy and data protection regulations.
<p>Quality Manager (LIST)</p>	<ul style="list-style-type: none"> - Acts at project level. - Is part of the TMT. - May be involved at WP level (upon request or through the TMT meetings). 	<ul style="list-style-type: none"> - Leads the Quality Management task (T1.5), thus ensuring high quality of deliverables and outcomes of the overall project targets. - Supports project coordination in achieving the milestones. - Acts in support to the TMT (in particular WPLs) for implementing the QMP and management of quality processes.
<p>Communication Manager (ERTICO)</p>	<ul style="list-style-type: none"> - Acts at project level. - Is part of the TMT. - Ensure that the project is well coordinated for achieving excellent outreach with public events, scientific publications and presentations. 	<ul style="list-style-type: none"> - Ensures that the project is well coordinated for achieving excellent outreach with public events, scientific publications and presentations.



Table 3 – Main contact points having a role in Quality Assurance

Role	Leader	Deputy	Beneficiary
WP1 - Project Coordination	François FISCHER	Rita BHANDARI	ERTICO
Managers			
Technical Coordinator	Kostas TRICHIAS	-	WINGS
Communication Manager	Cordelia WILSON	Andrea HRŽIĆ	ERTICO
Innovation Manager	Seán GAINES	Esther NOVO	VICOMTECH
Data Manager	Sadeq ZOUGARI	Benoit BAURENS	AKKA
Quality Manager	Sébastien FAYE	Céline DECOSSE	LIST
Work package leaders			
WP2 - Specifications	Giancarlo PASTOR FIGUEROA	Edward MUTAFUNGWA	AALTO
WP3 - Development, - roll out	Kostas TRICHIAS	Panagiotis DEMESTICHAS	WINGS
WP4 - Trials	Anne-Charlotte NICLOUD	Oyunchimeg SHAGDAR	VEDECOM
WP5 - Evaluation	Katia PAGLE	Vasilis SOURLAS	ICCS
WP6 - Deployment enablers	Georgios DIMITRAKOPOULOS	-	INTRASOFT
WP7 - Dissemination & Exploitation	Julie CASTERMANS	Cordelia WILSON	ERTICO
WP8 - Ethics	Rita BHANDARI	François FISCHER	ERTICO
Corridor and trial site leaders			
Netherlands	Sven JANSEN	Bas GERRITS	TNO
Spain - Portugal	Francisco SANCHEZ	Diego BERNADEZ	CTAG
Greece -Turkey	Nazli GUNEY	Emrah KINAV	TURKCELL
Finland	Giancarlo PASTOR FIGUEROA	Edward MUTAFUNGWA	AALTO
Germany	Manzoor-Ahmed KHAN	Thomas SOMMER	TUB
France	Anne-Charlotte NICLOUD	Oyunchimeg SHAGDAR	VEDECOM
China	Yanjun SHI	Yanqiang LI	DUT
South Korea	You-Jun CHOI	Heesang CHUNG	KATECH

2.2.2. Strategic and decision-making bodies

These bodies are also fully described in [D1.1](#). They have a general role in quality assurance, as explained in Table 4 below.

Table 4 – Strategic and decision-making bodies

Body	Role in project	Role regarding quality management
General Assembly	Ultimate decision-making body of the 5G-MOBIX consortium, consisting of at least one representative per beneficiary.	Ensure GA amendments keeps the required level of quality.
Steering Committee	Chaired by the PC. Composed of senior experts from the different partners organisations appointed by the General Assembly.	Provides advice from senior experts to ensure a high-quality development of the project and supports the coordinator in key operational and management decision making.
Advisory Board	Formed by external experts on specific topics who will regularly advise project contributors on their work.	Provides 5G-MOBIX with a high-quality technical expertise.

2.3. Quality assurance procedures

This section describes a series of tools and methodologies used to ensure a high standard of quality in the activities and outputs of the project.

2.3.1. Deliverables

Deliverables are official documents that are formally submitted to the EC. They are listed in Section 3.4.

2.3.1.1 General recommendations

All content generated through 5G-MOBIX must be fully consistent with the scope of the project and with the expected impact of the task with which it is associated. In particular, high quality of text and figures is critical as well as a coherent structure. Some good practices regarding form and style while drafting deliverables are:

- Use of the Project templates. Microsoft Word (or any software that is fully compatible with the templates provided in the project) should preferably be used.



- Purpose of the document and an initial Table of Contents (ToC) defined before starting work on the content of the document.
- A complete Executive summary of the entire document rather than an introduction.
- Proofreading and language check.
- Avoid copy/paste and plagiarism.
- Figures and tables should be relevant and have appropriate titles. Captions should be inserted using the automatic numbering in Microsoft Word.
- Cross-referencing of section numbers must be used to avoid generating errors following text updates.

To ensure high-quality content, deliverable owners and contributors must liaise and communicate efficiently and regularly. Lapses must be relayed to the WP leaders and the Technical Manager as well as the PC. The text should be relevant and must reflect the vision of the project.

2.3.1.2 Deliverable types and dissemination levels

All deliverables have a type and a dissemination level. Deliverable owners should consider these key characteristics before the drafting process.

Table 5 – Deliverable types as defined by H2o2o

Type of deliverable	R	DEM	DEC	OTHER
Description	Document, report (excluding the periodic and final reports)	Demonstrator, pilot, prototype, plan designs	Websites, patents filing, press & media actions, videos, etc.	Software, technical diagram, etc.

Table 6 – Deliverable dissemination levels as defined by H2o2o

Level	PU	PP	RE	CO
Description	Public	Restricted to project partners	Restricted to a group specified by the consortium	Confidential, only for members of the consortium

2.3.1.3 Deliverable structure

Microsoft Word Templates

All Microsoft Word templates are available on the Projectplace platform (Annex 4). Their use is mandatory for all deliverables. Deliverables must not override the structure defined in the templates. These templates include a document control sheet (Annex 1) that serves as a change tracking system.

These templates are structured as follows:

- Cover page
- Control sheet
- Table of contents
- List of figures (if not empty)
- List of tables (if not empty)
- List of abbreviations (if not empty)
- Executive summary
- Introduction
 - Project introduction (required if public deliverable)
 - Purpose of the deliverable (i.e. reference to select the content)
 - Intended audience
- Content
 - A ToC and a high-level description need to be defined before writing
- Conclusion
- Annexes (if not empty)

Naming convention

All deliverables should be named using the following structure: "5G-MOBIX - DN.N - Name - vX.X.docx".

2.3.1.4 Deliverable life cycle

WPLs are responsible for the entire monitoring of the activities related to a deliverable, including quality aspects and the respect of deadlines. DLs are responsible for the execution of the activities related to a deliverable. WPLs report the progress to the TMT following the guidelines and timeframe set out in this document. The complete deliverable life cycle is described in Table 7 below and it is illustrated through a diagram next page (Figure 1: Deliverable life cycle). These elements also describe the processes related to the handling of deliverable files and their owners. Peer reviewing activities are defined in the next chapter.

If there is a conflict, problem or need for assistance in any of the steps described below, then the DL can interact with the WPL, which in turn can involve the QM.



Table 7 – Deliverable life cycle & process owners

Deadline	Owner	Actions	Supporting tools
At any time	WPL	→ Responsible for the respect of deadlines and the monitoring of the deliverable progress throughout its life cycle.	Projectplace: Deliverable register, e-mails ¹
6 months before deadline ²	DL	→ Provides deliverable purpose and the audience before any other section.	Projectplace: Draft version folder
5 months before deadline		→ Completes ToC – up to Level 3 with high level description. → With all task contributors: 1. Agree on ToC 2. Share drafting responsibilities between contributors	
Writing process		→ Monitors progress continuously, corrects bugs and ensures consistency across contributions. → Regularly interacts with WPL. → Iteratively updates: purpose – audience – conclusion – executive summary.	
3 months before deadline	WPL	→ Finds two peer reviewers not contributing to the deliverable with the support of the QM, who may be assisted by the technical manager if no one is found. A third reviewer may be appointed by the QM if needed (this may include the QM him/herself). → Informs peer reviewers about the review date.	Projectplace: Deliverable register, e-mails
2 months before deadline	DL	→ Merges input from all contributors and performs final editing of the first draft. → Consolidates the deliverable. The DL may optionally decide to conduct a WP internal review. → Notifies the WPL by e-mail when consolidation is done.	Projectplace: Draft version folder, e-mails
1 month before		→ Launches peer review.	

¹ "e-mails" can also refer to comments left on files directly via Projectplace (which generates e-mails).

² Date of delivery indicated in the Description of Action.

Deadline	Owner	Actions	Supporting tools
deadline			
20 days before deadline	Reviewers	→ Send comments to DL.	
5 working days before deadline	DL	→ Takes into account reviewers' comments. → Creates a final version of the deliverable and uploads it to the folder named Final version. → Sends the final version to the WPL, the QM and the PC.	Projectplace: Final version folder, e-mails
2 working days before deadline	PC < QM < WPL	→ Final check of the deliverable file before submission. → Last-minute changes are managed by the WPL, with the assistance of the QM.	
Deadline	PC	→ Submits the deliverable to the EC.	EC portal (unless printed copies are requested)

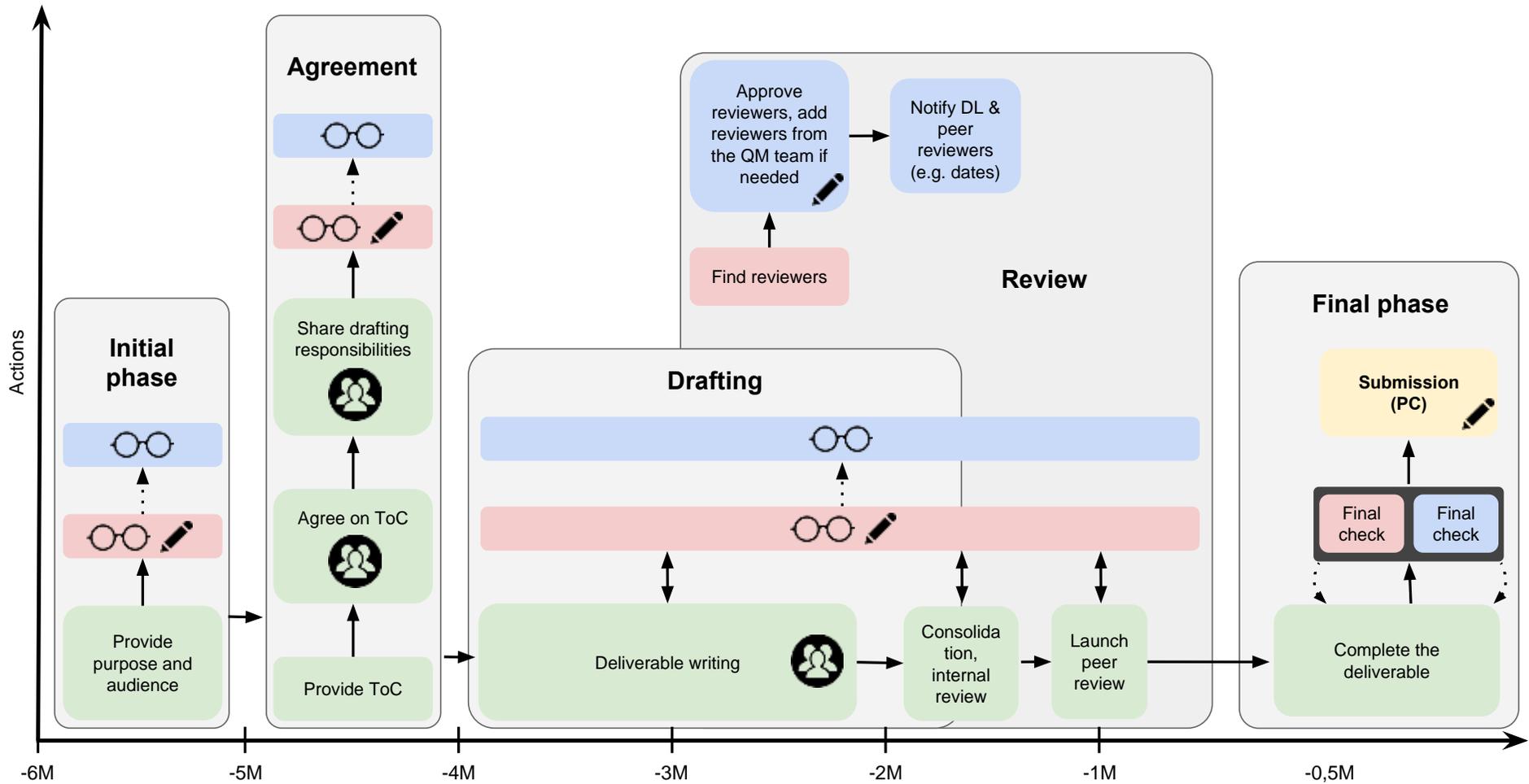


Figure 1: Deliverable life cycle

2.3.2. Internal reporting

Partners are responsible for keeping their organisation contact details up to date:

- By updating the administrative data on the EC Participant Portal.
- By informing the PC about contact details or internal organisational changes.

The PC is responsible for updating Projectplace and the project contact database.

In order to ensure an effective and efficient internal coordination, internal communication involves the organisation of meetings, whether physical or virtual. Categories of meetings are summarised in deliverable [D1.1](#) (Sec. 2.4.2.4.).

Each meeting is led by a Chairperson, who is usually the initiator of the meeting, or appointed by the initiator, for example a WPL. The Chairperson is responsible for producing the meeting minutes using the corresponding template. The Chairperson distributes the meeting minutes to attendees for review within 15 days. If there are any comments, the chairperson introduces them in the document and share a reviewed version of the minutes. Attendees have again 15 days to provide a feedback. If there are no comments, the minutes are considered accepted and they are shared with the PC by the Chairperson, and through Projectplace. Meeting categories are defined in [D1.1](#).

The meeting minutes' template is available in Projectplace (Annex 4) and its use is mandatory for all partners:

- 5G-MOBIX meeting minutes template.
 - All meeting minutes' documents should be named using the following structure: "yyyy mm dd - 5G-MOBIX - meeting name - vX.X.docx".

2.3.3. Dissemination activities

Task Leaders and WPLs have to inform the Communication Manager and the WPLs about intended dissemination activities. A reference to the project (name, grant agreement number) must be made in all communication materials. For a scientific publication, this might be, for instance:

"The authors acknowledge support from 5G-MOBIX, which has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 825496."

Regarding presentations, Microsoft PowerPoint templates (Annex 4) made by the communication team must be used.

Depending on the nature of the dissemination activity, the QMP establishes the following timeframes for internal communication:



Table 8 – Dissemination activities

Type	Notification	Person to notify	Comment
Scientific or technical publications	60 calendar days in advance	Task and work package leaders	
Events involving the presentation of a demonstration or development work related to a corridor/trial site.	at least 30 calendar days in advance	Corridor and trial site leaders	These communication activities imply a coordination between corridor and trial site leaders, and the TMT.
Press releases, articles, interviews and presentations	at least 7 calendar days in advance	Dissemination manager	

Dissemination reporting tool. WP7 leader is responsible for developing the dissemination reporting tool that is shared with all partners. Partners record all results of their dissemination efforts in this tool.

Dissemination guidelines. All the external communication of the project results follows the guidelines established by the EC as stated in article 29 of the Grant Agreement. This article sets mandatory rules regarding the use of the European emblem, the information on the EU funding, the disclaimer excluding Commission responsibility and presents the consequences of non-compliance.

2.3.4. Financial reporting

The financial management is carried out by the Project Coordinator. Each member of the Consortium must provide every six months a periodic financial report to declare the actual project costs (including the personnel and other costs) incurred during the execution of the project for each WP, explaining the nature of the mentioned costs. WPLs and the PC review the reports and verify that the work has been properly carried out.

At the end of each reporting period (M18, M36), all partners are required to provide a financial statement to the coordinator. The template will be available on time, financial data are entered manually, and overall figures are generated automatically by predetermined formulas. All partners submit their financial statements to ERTICO electronically no later than 30 days after the end of the reporting period. After gathering all partners' inputs, ERTICO will fill in the portal session previously opened by the EC. The financial data entered into the portal must be verified accurately by each partner, validated and signed electronically only by the authorised representative (PFSIGN). Afterwards, the Project Coordinator will submit them to the EC on behalf of the consortium partners.

The due date of the financial reports is 60 days after the end of each reporting period. The established meetings scheme will ensure the follow up of these reports as a priority task and dedicated meetings (or conference calls) will be set 2 months prior to the end of each reporting period (M16 & M34) to monitor the development of the report and data collection.

3. QUALITY CONTROL ACTIVITIES

3.1. Deliverable life cycle progress

Each step of the processes described in the previous chapter have to be completed according to an established timeframe and corresponds with a percentage of advancement as described in Table 9 below. These percentages can be used as a standard reference to concretely qualify the state of a deliverable.

Table 9 – Deliverable life cycle progress (percentage)

Advancement	Name	Description
10%	First draft of the deliverable's ToC completed	Corresponds to the preparation of the first table of contents. It includes the overall deliverable scope, the scope of each section and indicates the partner in charge of preparing each section.
40%	Half of the sections are completed	Corresponds to the completion of 50% or more of the sections drafted in the ToC. This state of advancement has to be reported by the DL to the Task and WPLs, and the WPL reports this to the TMT.
80%	Deliverable content completed	Corresponds to the completion of all the content of the deliverable. This also includes the WP internal review steps, which are the responsibility of the DL. The deliverable is available for peer-review. This state of advancement has to be reported by the leader of the deliverable to the Task and WPLs, and the WPL reports this to the TMT.
90%	Peer review completed	This state corresponds to the completion of the peer review of the deliverable, by two project members that didn't participate in the creation of the document. This step has to be completed 20 days before the submission deadline. The peer-reviewers need to fill Table 11 – Peer review evaluation table and send it to the DL for consolidation and revision for the final version.
100%	Deliverable submitted to the EC	This state corresponds to the submission of the deliverable to the EC by the PC. The PC will perform a final check and submit the deliverable to the EC according to the established deadline.

3.2. Peer review process

All deliverables will be peer-reviewed by two experts within the consortium. To this matter, the QM has developed a deliverable register to have a view on all deliverables, their status, and the reviewers that are

allocated. Before this process is carried out, a WP internal review, managed by the DL, is carried out in order to obtain a consolidated version. The peer review process is presented in Table 10 below.

Table 10 – Peer Review Process

When	What	Owner	Supporting tools
3 months before the submission deadline	The WPL selects two peer reviewers, with the assistance of the QM if needed	WPL	WPL updates the deliverable register file accordingly
3 months before the submission deadline	The WPL notifies the peer reviewers about their assignment with an indicative date to start the review	DL	E-mail
Any time	Peer reviewers can consult the deliverable register file to see their assignments as well as an overview of the deliverable properties.	Peer reviewers	Projectplace
1 month before the submission deadline	The DL uploads the deliverable to be reviewed on Projectplace and formally assigns it to reviewers. Reviewers can edit and comment the document.	DL	Projectplace, with the “add reviewers” option, deliverable register file
Maximum 20 days before the submission deadline	Each peer reviewer returns a review form to the DL via Projectplace. The deliverable itself must be directly commented with the “Track Changes” option in Microsoft Word and sent back to the DL. Peer reviewers may contact the DL or consult the QM if needed.	Peer reviewers	Projectplace If needed: “Track Changes” comments on Microsoft Word
5 working days before the submission deadline	The DL, assisted by the contributors who will focus on their own sections, finalises the deliverable based on the comments received.	DL	Projectplace

3.3. Peer review evaluation table

To review a deliverable, each reviewer completes a “review form”, stored on Projectplace (Annex 5). This review form contains:

- The “peer review evaluation table” as shown in Table 11, which may be updated with specific evaluation criteria, depending on the deliverable technical requirements.
- A free evaluation field.

Table 11 – Peer review evaluation table

Criteria	Definitely	Satisfactorily	Somewhat	Not at all	Not applicable
Deliverable matches the description of the task it relates to					
Objectives are clear and in line with the planned task activities					
Issues at project level are properly treated (e.g. conflict with other WPs)					
Authors responds to readers' needs (defined through deliverable objectives)					
Technical approaches used are appropriate					
Content is well organised					
Issues raised are relevant					
Achievements are clearly stated					
Contents contribute to the state of the art					
Conclusions (if any) are valid					
Deliverable is complete (no major parts missing)					
Deliverable is formally correct (aligned with the quality management plan)					
<i>Peer reviewers and WPLs are free to add specific evaluation criteria to a deliverable according to its technical content</i>					

3.4. List of deliverables

The complete list of deliverables, with additional information, is available in the deliverable register Excel file on Projectplace. Table 12 – List of deliverables shows an extract as of January 2019.

Table 12 – List of deliverables

Reference	WP	Task(s)	Name	DL	Type	Dissemination	Deadline
D1.1	WP1	1.1	Project management plan	ERTICO	R	PU	31/12/2018



Reference	WP	Task(s)	Name	DL	Type	Dissemination	Deadline (Delivered)
D1.2	WP1	1.5	Quality management plan	LIST	R	PU	31/01/2019
D1.3	WP1	1.3	Innovation management plan	VICOM	R	PU	30/04/2019
D1.4	WP1	1.4	Data management plan	AKKA	ORDP	PU	30/04/2019
D1.5	WP1	1.3	Innovation management report	VICOM	R	PU	31/10/2021
D2.1	WP2	2.1	5G-enabled CCAM use cases specifications	VICOM	R	PU	30/04/2019
D2.2	WP2	2.2	5G architecture and technologies for CCAM specifications	WINGS	R	PU	31/07/2019
D2.3	WP2	2.3	Specification of the infrastructure for 5G augmented CCAM	TNO	R	PU	31/07/2019
D2.4	WP2	2.4	5G augmented vehicle specifications	DAIMLER	R	PU	31/07/2019
D2.5	WP2	2.5	Initial evaluation KPIs and metrics	ICCS	R	PU	31/07/2019
D2.6	WP2	2.1, 2.2, 2.3, 2.4, 2.5	Final set of 5G/CCAM systems and vehicle specifications	AALTO	R	PU	30/04/2021
D3.1	WP3	3.1	Corridor and trial sites roll-out plan	GT-ARC	R	PU	31/10/2019
D3.2	WP3	3.2	Report vehicle development and adaptation for 5G enabled CCAM use cases	CTAG	R	PU	30/04/2020
D3.3	WP3	3.3	Report on the 5G technologies integration and roll-out	TU/e	R	PU	30/04/2020
D3.4	WP3	3.4	Report on corridor infrastructure development and integration	TUB	R	PU	30/04/2020
D3.5	WP3	3.5	Report on the evaluation data management methodology and tools	AKKA	R	PU	30/04/2020
D3.6	WP3	3.6	Report on trial readiness verifications	VTT	R	PU	30/06/2020
D3.7	WP3	3.1, 3.2, 3.3, 3.4,	Final report about development, integration and roll out	GT-ARC	R	PU	30/04/2021

Reference	WP	Task(s)	Name	DL	Type	Dissemination	Deadline
		3.5, 3.6					
D4.1	WP4	4.1	Report on the corridor and trial site plans	VED	R	PU	31/12/2019
D4.2	WP4	4.1	Report on the methodology and pilot site protocol	VED	R	PU	30/04/2020
D4.3	WP4	4.1	Report on the corridor and trial site test activities	VED	R	PU	30/04/2021
D5.1	WP5	5.1	Evaluation methodology and plan	ICCS	R	PU	31/10/2019
D5.2	WP5	5.2	Report on technical evaluation	CTAG	R	PU	31/08/2021
D5.3	WP5	5.3	Report on impact assessment and cost-benefit analysis	VTT	R	PU	31/08/2021
D5.4	WP5	5.4	Report on user acceptance	CCG	R	PU	31/08/2021
D6.1	WP6	6.1	Strategy and methodology to ascertain the deployment enablers	INTRA	R	PU	30/04/2020
D6.2	WP6	6.1	Reports on the deployment options for 5G technologies for CCAM	DGT	R	PU	31/08/2021
D6.3	WP6	6.2	Report on the 5G enabled business models for automated mobility	DAIMLER AG	R	PU	31/08/2021
D6.4	WP6	6.3	Report on the standardisation and spectrum allocation needs	TURKCELL	R	PU	31/08/2021
D6.5	WP6	6.4	Reports about the EU policies and regulations recommendations	ASELSAN	R	PU	31/08/2021
D7.1	WP7	7.1	Communication strategy and plan	ERTICO	R	PU	31/01/2019
D7.2	WP7	7.1	Project communication identity and website	ERTICO	DEC	PU	28/02/2019
D7.3	WP7	7.2	Dissemination plan	ICCS	R	PU	31/03/2019
D7.4	WP7	7.3	Initial exploitation strategy and plan	VICOM	R	PU	31/10/2019
D7.5	WP7	7.3	Report on the exploitation results	VICOM	R	PU	31/08/2021
D7.6	WP7	7.4	Report on the international cooperation results	UL	R	PU	31/08/2021
D7.7	WP7	7.2	Report on the dissemination activities	ICCS	R	PU	31/10/2021



Reference	WP	Task(s)	Name	DL	Type	Dissemination	Deadline
D8.1	WP8	8.1	H - Requirement No. 1	ERTICO	ETHICS	CO	31/05/2019
D8.2	WP8	8.1	POPD - Requirement No. 2	ERTICO	ETHICS	CO	31/05/2019
D8.3	WP8	8.1	M - Requirement No. 3	ERTICO	ETHICS	CO	30/04/2019
D8.4	WP8	8.1	NEC - Requirement No. 4	ERTICO	ETHICS	CO	28/02/2019

3.5. Milestones

Milestones have been defined to ensure that the project progresses and is on schedule. These milestones are monitored using the deliverable register file (second tab) and are regularly checked by the project managers and the PC to ensure their successful completion. The milestones, as of January 2019, are listed in Table 13 below. As with the other registers, updates and additions of milestones can be made by the WPLs at the beginning of their WP.

Table 13 – Milestones

Milestone	Milestone name	Related WPs	Due date	Means of verification
MS1	Project kick-off	WP1	M01	Minutes of the kick-off meeting
MS2	Specifications completed	WP2	M09	D2.1 to D2.5 available
MS3	Roll-out plan, evaluation methodology and plan, dissemination and exploitation plan ready	WP3, WP5, WP7	M12	D3.1, D5.1 and D7.1 to D7.4 available
MS4	Roll-out completed, pilot site protocol, deployment enablers plan ready	WP3, WP4, WP6	M18	D3.2 to D3.5, D4.2 and D6.1 available
MS5	Revised specifications and roll-out reports, end of trials	WP2, WP3, WP4	M36	D2.6, D3.7 and D4.3 available
MS6	Evaluation, deployment enablers and dissemination & exploitation actions completed and final event	All WPs	M36	Final event report, D5.2 to D5.4, D6.2 to D6.5, D7.5 to D7.7 available

4. CONTINGENCY PLAN

4.1. Risk management

As already described in [D1.1](#) (Section 2.4.2.3), risk management is led by the PC, the relevant task leaders and the TMT. The QM monitors risk management processes throughout the project duration to ensure low exposure to risk and the highest possible quality of 5G-MOBIX outcomes.

Risks are assessed according to their **probability** and level of negative impact (**severity**). Each of these criteria is evaluated with a score ranging from 1 (low) to 3 (high). Risks with a high probability and a severe impact are handled with particular caution during the project. The following measures are foreseen to mitigate these risks:

- Medium to high probability and high severity: regular monitoring – contingency plans and countermeasures applied by TMT at a very early stage when the risk is identified.
- Low probability or low severity, or for the ones that cannot be foreseen at this stage: TMT will ensure early identification by way of the regular TMT meetings and the internal project reports provided every six months.

In order to regularly monitor the status of the existing risks, and possibly add new ones, a risk register has been established by the QM (available on Projectplace, see Annex 3). The QM ensures that this file is updated throughout the life cycle of the project. New risks are presented and discussed during TMT meetings, and existing risks are systematically discussed. Particular attention will be given to risks that are assessed as having a medium to high probability and a high severity. This procedure ensures a continuous monitoring of the project risks and enables taking preventive and corrective actions to participate to the successful development of 5G-MOBIX.

Table 14 below lists the risks that are in the risk register as of January 2019. This list is based on [D1.1](#) and will evolve throughout the project.

Table 14 – Preliminary list of critical risks for implementation

Description of risk	WPs	Probability	Severity	Mitigation measures
The objectives in terms of enhancement of CCAM functions are not reached	WP2, WP3	Medium (2)	Medium (2)	WP2 defines how to handle performances enhancement provided by 5G.
Dissemination and exploitation has limited impact	WP6, WP7	Low (1)	High (3)	The consortium has a wide range of the required organisations to reach the target stakeholders – Events at local sites



Description of risk	WPs	Probability	Severity	Mitigation measures
				planned to reach local stakeholders, relevant organisations committed to join the advisory board.
Discrepancies in the technical visions: Project delays, adjustment of contributions	WP2	Low (1)	Medium (2)	Frequent communication within WP solves issues that are raised.
Technical work diverges from project initial goals: Core technical items not adequately addressed to meet the project objectives	WP3, WP4	Low (1)	Medium (2)	WP2 issues global specifications and thanks to the phase incremental work plan this risk is minimised.
Conflicts of interest between partners on commercial model	WP6	Medium (2)	Low (1)	All partners involved in 5G- MOBIX are complementary. They all bring a specific expertise – with little overlap in their core business activities thus reducing the risk of conflicts of interest.
Evaluation trials are not successful; data cannot be used for evaluation	WP4, WP5	Low (1)	Low (1)	Multi-phase evaluation methodology: T2.5, T3.5, T4.1 and T5.1 iterative process, and verification (T3.6) as well as roll- out (WP3) is implemented to ensure that data collection meets the expectations.

4.2. Non-compliance

Partners shall follow the procedures and guidelines set out in the 5G-MOBIX Quality Plan and meet the obligations defined in the Grant Agreement and Consortium Agreement. In case of a partner's non-compliance with the Quality Plan, Grant Agreement or Consortium Agreement, WPLs discuss the non-compliance with the partner and together agree upon corrective measures. If the partner fails to comply, the WPL may take the issue to the PC, who will issue a formal warning to the partner. If the partner still does not comply with the agreed corrective measures, the PC takes the issue to the Steering Committee, and ultimately to the General Assembly. Consequences may involve a re-allocation of the partner's tasks and budgets or the dismissal of the partner from the consortium.

4.3. Grant Agreement amendment

The conditions and procedures for a grant agreement amendment are set in article 55 of the Grant Agreement, and more details are given in [D1.1](#).

Amendments to the contract may be proposed by any partner or group of partners, who then submit a written proposal to the PC. Such a proposal includes:

- Current status of the contract that should be changed,
- Proposed changes,
- Justifications for the amendment,
- Impact of the changes on the project plan.



5. CONCLUSION

This document, the quality management plan (D1.2), covers all procedures, control measures and operating practices intended to ensure that all activities in 5G-MOBIX are carried out with a high standard of quality. It complements the project management plan ([D1.1](#)) and must be carefully examined and followed to ensure the proper implementation of the project and the high quality of its deliverables. This work is also crucial to the other project tasks and serves as a reference point for process monitoring, in both technical and managerial terms.

Together with the Grant Agreement and the Consortium Agreement, this document is to be regarded as a reference for the overall project quality management of 5G-MOBIX.

ANNEX 1 – DOCUMENT CONTROL SHEET

Dissemination level	
Work package	
Author(s)	Org.
Deliverable number	Status
Delivery due date	
Actual delivery date	

Version History			
Version	Date	Author	Summary of changes
Vo.1	yyyy.mm.dd		

Peer review		
	Reviewer Name	Date
Reviewer 1		
Reviewer 2		
Reviewer 3 (opt)		



ANNEX 2 – DELIVERABLE REGISTER

Location on Projectplace: [\[Documents/Deliverables & Working Documents/Draft Version \(Quality Management\)/Quality Management Tools/Deliverable register.xlsx\]](#).

	A	B	C	D	E	F	G	H	I
1	Deliverable info					Deadlines			
2	Reference	WP	Name	Type	Dissemination	Month	Date	Remaining days	Leader
3	D1.1	WP1	Project management plan	R	PU	2	31/12/2018	-16	ERTICO
4	D1.2	WP1	Quality management plan	R	PU	3	31/01/2019	15	LIST
5	D7.1	WP7	Communication strategy and plan	R	PU	3	31/01/2019	15	ERTICO
6	D7.2	WP7	Project communication identity and website	DEC	PU	4	28/02/2019	43	ERTICO
7	D8.4	WP8	NEC - Requirement No. 4	ETHICS	CO	4	28/02/2019	43	ERTICO
8	D7.3	WP7	Dissemination plan	R	PU	5	31/03/2019	74	ICCS
9	D1.3	WP1	Innovation management plan	R	PU	6	30/04/2019	104	VICOM
10	D1.4	WP1	Data management plan	ORDP	PU	6	30/04/2019	104	AKKA
11	D2.1	WP2	5G-enabled CCAM use cases specifications	R	PU	6	30/04/2019	104	VICOM
12	D8.3	WP8	M - Requirement No. 3	ETHICS	CO	6	30/04/2019	104	ERTICO
13	D8.1	WP8	H - Requirement No. 1	ETHICS	CO	7	31/05/2019	135	ERTICO
14	D8.2	WP8	POPD - Requirement No. 2	ETHICS	CO	7	31/05/2019	135	ERTICO
15	D2.2	WP2	5G architecture and technologies for CCAM specifications	R	PU	9	31/07/2019	196	WINGS

	I	J	K	L	M	N	O
1	Deliverable team			Peer review			
2	Leader	Responsible (contact person)	Contributors	Reviewer 1	Reviewer 2	Current step	Comments for the quality measurement
3	ERTICO	R. Bhandari (ERTICO)		Kostas Trichias (WINGS)	-	Submitted	QM1 = QM2 = 31/12/2018
4	LIST	S. Faye (LIST)	C. Décosse (LIST)	R. Bhandari (ERTICO)	K. Trichias (WINGS)	Peer-review	-
5	ERTICO						
6	ERTICO						
7	ERTICO						
8	ICCS						
9	VICOM						
10	AKKA						
11	VICOM						
12	ERTICO						
13	ERTICO						
14	ERTICO						
15	WINGS						
16	TNO						
17	DAIMLER						
18	ICCS						

ANNEX 3 – RISK REGISTER

Location on Projectplace: [\[Documents/Deliverables & Working Documents/Draft Version \(Quality Management\)/Quality Management Tools/Risk register.xlsx\]](#).

	A	B	C	D	E	F	G	H	I
	Risk			Evolution			Mitigation measures		
	ID	WPs	Description	Severity	Probability	Score	Responsible - Member	Measure	Monitoring
3	3	WP2, WP3	The objectives in terms of enhancement of CCAM functions are not reached	Medium	Medium	6.00	LIST	WP2 defines how to handle performance enhancement provided by 5G.	
5	5	WP6, WP7	Dissemination and exploitation has limited impact	High	Low	4.00	LIST	The consortium has a wide range of the required organisations to reach the target stakeholders – Events at local sites planned to reach local stakeholders, relevant organisations committed to join the advisory board.	
1	1	WP2	Discrepancies in the technical visions: Project delays, adjustment of contributions	Medium	Low	3.00	LIST	Frequent communication within WP solves issues that are raised.	
2	2	WP3, WP4	Technical work diverges from project initial goals: Core technical items not adequately addressed to meet the project objectives	Medium	Low	3.00	LIST	WP2 issues global specifications and thanks to the phase incremental work plan this risk is minimised.	
6	6	WP6	Conflicts of interest between partners on commercial model	Low	Medium	3.00	LIST	All partners involved in 5G- MOBIX are complementary. They all bring a specific expertise – with little overlap in their core business activities thus reducing the risk of conflicts of interest.	
4	4	WP4, WP5	Evaluation trials are not successful: data cannot be used for evaluation	Low	Low	2.00	LIST	Multi-phase evaluation methodology: T2.5, T3.5, T4.1 and T5.1 iterative process, and verification (T3.6) as well as roll-out (WP3) is implemented to ensure that data collection meets the expectations.	



ANNEX 4 – TEMPLATES

Location on Projectplace: [[Documents/Dissemination/Templates/](#)]

Three template categories are available:

- Meeting minutes (Microsoft Word)
- Deliverables (Microsoft Word)
- Presentations (Microsoft PowerPoint)



ANNEX 5 – REVIEW FORM

Location on Projectplace: [[Deliverables & Working Documents/Draft Version \(Quality Management\)/Quality Management Tools/Review form.docx](#)]

1 Peer review evaluation table

Criteria	Definitely	Satisfactorily	Somewhat	Not at all	Not applicable
Deliverable matches the description of the tasks it relates to					
Objectives are clear and in line with the planned task activities					
Issues at project level are properly treated (e.g. conflict with other WPs)					
Authors responds to readers' needs (defined through deliverable objectives)					
Technical approaches used are appropriate					
Content is well organised					
Issues raised are relevant					
Achievements are clearly stated					
Contents contribute to the state of the art					
Conclusions (if any) are valid					
Deliverable is complete (no major parts missing)					
Deliverable is formally correct (aligned with the quality management plan)					

ⁱ PMBOK® Guide – Sixth Edition (2017)

ⁱⁱ <https://www.pmi.org/>