Traction
Opera co-creation
for a social
transformation

Handbook on Project Management

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Control sheet

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V0.2	28/01/2020	Dorleta García	First draft document
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Reviewer 1	Seán Gaines	31/01/2020
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Abbreviations

Abbreviation	Definition
AB	Advisory Board
AM	Administrative Manager
CASM	Creative, Artistic and Social Manager
CRPD	Convention on the Rights of Persons with Disabilities
DoA	Description of Action
EC	European Commission
ERM	Ethical Requirements Manager
EU	European Union
GA	General Assembly
IM	Innovation Manager
PM	Project Manager
SC	Steering Committee
TBC	To Be Confirmed
TM	Technical Manager
UN	United Nations
UX	User Experience
WP	Work Package
WPL	Work Package Leader

Executive summary

The objective of TRACTION is to create a bridge to promote a community dialogue between opera professionals and people at risk of exclusion through the co-creation of opera representations, delivering a web-based collaborative and participatory production toolset, which will be based on a community-centric methodology. This approach will ensure a sustainable and resilient transformation both in the diverse communities that participated in the co-creation and in the audience, and will make possible the replication of the methodology with other communities and art disciplines, through the deployment of the novel toolset. Bridging the social and cultural divides involved will challenge many existing beliefs, structures and habits. The exceptional resources of the TRACTION partnership will help us meet that challenge through mutual support. The immediate outcomes will be new routes for social and economic integration for the people involved, better relationships between opera producers and society, and cutting-edge technological development. But the long-term prize is the definition of new processes that renew the art's potential to build cohesive societies and imagine a revitalised, common culture in which everyone can feel that they belong.

As part of the TRACTION project, WP1 has the objective of organising the management of the project. The project contains contributions from a number of partners and individual activities that will require close coordination to ensure that project milestones are satisfactorily achieved. The activities related to the management of the project will ensure the timely execution of the work plan, the proper communication between participants, the data management plan for the project, the creation of reporting and quality control structures and procedures, the representation and communication with external entities, primarily the European Commission, and all financial-related activities concerning funds and budget allocation. In particular, Task 1.1 is devoted to project and innovation management.

The DoA describes this deliverable as: "*Document describing all activities and tools related to management of the project*".

1 Introduction

1.1 Purpose of the deliverable

As part of the TRACTION project, Task 1.1 involves overall project coordination at both the scientific and technical levels. It will ensure that frequent communication will take place, including meetings scheduled every quarter and/or conference calls. To ensure fulfilment of the technical objectives VICOM will be responsible for the technical assistance to project partners. The task also includes the activities required to organise frequent meetings in the framework the TRACTION project and the planning of external events. It includes activities related to the on-going project management, progress meetings, reports preparation, meetings and reviews with the EC. This task will also cover the overall technical coordination required that the project is carried out as planned.

As part of this task, the document D1.1 Project Management Plan has been delivered. The document will be the handbook on project management for TRACTION, including the project structure, the management structure and procedures, an introduction to the quality assurance plan, as well as the list of critical risk and mitigation strategies.

The following subtasks are related to D1.1:

- Coordinate internal project communication, meetings and workshops.
- Undertake corrective actions if needed in order to meet the plan.
- Identify and manage technical risks.
- Pre-check results, taking the initial requirements and objectives into consideration, and make sure that they are internally distributed.

The overall management plan of the project described in this deliverable is aligned with the information already provided in the Description of Action for TRACTION (as per Grant Agreement number 870610).

1.2 Intended audience

The dissemination level of D1.1 is public. However, this document is intended to be an internal guideline for the appropriate management of the TRACTION project.

2 Project structure

2.1 Consortium

The TRACTION Consortium was carefully constructed and consists of 9 participants from five different countries who gather all the necessary background and expertise to achieve the objectives of the project. In order to ensure that the value of the outcomes of the project is optimised, this symbiosis of research and business allows the project to be of direct relevance to the public.

The success of TRACTION relies to a great extent on the ability of the consortium to implement an efficient management structure and adequate procedures capable of addressing the challenges normally encountered in collaborative initiatives. This deliverable provides a description of the management framework, which the consortium has set up to link together all the project components and maintain smooth communication amongst the partners. The structures, roles, responsibilities and mutual obligations of the partners herein described have also been duly specified in the Consortium Agreement signed before the start of the project.

Table 1 Partner list

No.	Name	Short name	Country
1	Fundación Centro de Tecnologías de Interacción Visual y Comunicaciones Vicomtech	VICOM	Spain
2	Dublin City University	DCU	Ireland
3	François Matarasso	FM	United Kingdom
4	Irish National Opera	INO	Ireland
5	Fundació Gran Teatre del Liceu	LICEU	Spain
6	Stichting Nederlandse Wetenschappelijk Onderzoek Instituten (Centrum Wiskunde & Informatica)	NWO-I (CWI)	Netherlands
7	Sociedade Artística Musical Dos Pousos	SAMP	Portugal
8	Universitat Autònoma de Barcelona	UAB	Spain
9	Virtual Reality Ireland Media Ltd	VRI	Ireland

2.2 Work Packages

The central goal of the work plan structure is to maximise the interaction among WP and make all the efforts converge at first towards the experimentation, prototyping and demonstration and later towards knowledge transfer and exploitation. We have therefore decided to organise the overall project around three axes: the research, design and implementation of the TRACTION workflow and toolset, the social co-designed opera across three main trials, and a community-centric methodology and validation. The dissemination, consolidation and exploitation, including the innovation management for the technology transfer, will be used as a meeting point for all the different efforts.

This structure responds to the needs of the project and assures an efficient coordination of the work and an adequate distribution and organisation of the Consortium expertise.
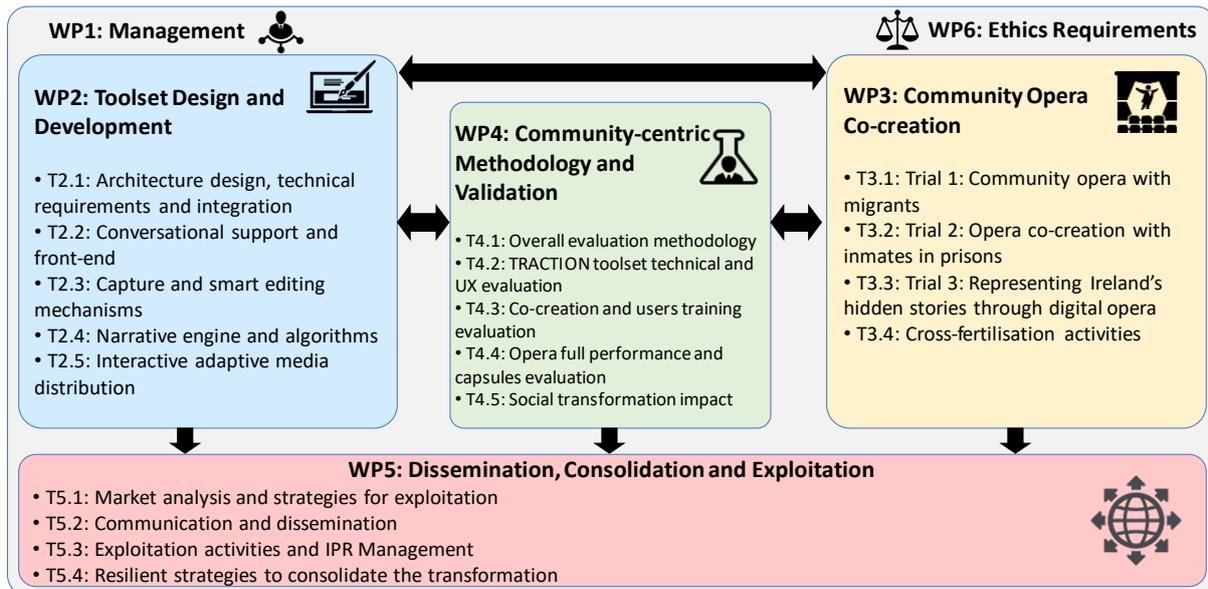
Table 2 List of Work Packages

WP	Name	Leader
WP1	Management	1.- VICOM
WP2	Toolset design and development	6.- NWO-I
WP3	Community opera co-creation	5.- LICEU
WP4	Community-centric methodology and validation	8.- UAB
WP5	Dissemination, consolidation and exploitation	1.- VICOM
WP6	Ethics requirements	1.- VICOM

- **WP1: Management,** overall coordination of the project and the consortium, including a creative artistic and social management leading figure.
- **WP2: Toolset Design and Development,** responsible for:
  - the specification of the technical requirements and the definition of the overall architecture;
  - the creation of the TRACTION toolset consisting of i) a front-end that provides intuitive conversational support to foster the community dialogue as well as gathering backend metrics to measure the effectiveness of the collaboration, ii) capture and smart editing mechanisms, iii) a narrative engine and algorithms for the adaptation and interaction workflow, and iv) technologies for interactive adaptive media distribution;
  - the integration of the toolset, ensuring media accessibility services are provided across the whole workflow.
- **WP3: Community Opera Co-creation,** in charge of the co-creation of community operas across three main trials and cross-fertilisation workshops. The first trial will be a community opera with migrants, with the epicentre in the Raval neighbourhood in Barcelona and led by LICEU. The second trial will be led by SAMP, for opera co-creation with inmates in prisons, with the epicentre in a prison in Leiria, Portugal. The third trial will be representing Ireland's hidden stories through digital opera, led by INO and focusing in areas such as the Gaeltacht, the Midlands and inner-city Dublin and how these communities connected with each other. This WP will consider all the phases along the co-creation process: the community dialogue, the co-creation stage and training workshops, the production phase and representation phase for novel opera formats.
- **WP4: Community-centric Methodology and Validation** will focus on creating a methodology centred in end-users to later perform a validation and user evaluation across different levels: technical evaluation and UX evaluation of the TRACTION toolset, evaluation of the co-creation and training phase, evaluation of the representation process, including opera full performances and digital capsules, and the measurement of the social transformation impact.
- **WP5: Dissemination, Consolidation and Exploitation** will be in constant interaction with research, artistic, social and industrial stakeholders, gathering feedback and disseminating the work done by the consortium through the larger community, including Advisory Board members and other relevant associations. WP5 will also lead the definition of resilient strategies which will consolidate the transformation beyond the end of the project.
- **WP6: Ethics Requirements,** overall analysis and management of the ethical requirements of the project.

Figure 1 Structure of the WPs

WP1: Management   WP6: Ethics Requirements

WP2: Toolset Design and Development
- T2.1: Architecture design, technical requirements and integration
- T2.2: Conversational support and front-end
- T2.3: Capture and smart editing mechanisms
- T2.4: Narrative engine and algorithms
- T2.5: Interactive adaptive media distribution

WP4: Community-centric Methodology and Validation
- T4.1: Overall evaluation methodology
- T4.2: TRACTION toolset technical and UX evaluation
- T4.3: Co-creation and users training evaluation
- T4.4: Opera full performance and capsules evaluation
- T4.5: Social transformation impact

WP3: Community Opera Co-creation
- T3.1: Trial 1: Community opera with migrants
- T3.2: Trial 2: Opera co-creation with inmates in prisons
- T3.3: Trial 3: Representing Ireland's hidden stories through digital opera
- T3.4: Cross-fertilisation activities

WP5: Dissemination, Consolidation and Exploitation
- T5.1: Market analysis and strategies for exploitation
- T5.2: Communication and dissemination
- T5.3: Exploitation activities and IPR Management
- T5.4: Resilient strategies to consolidate the transformation
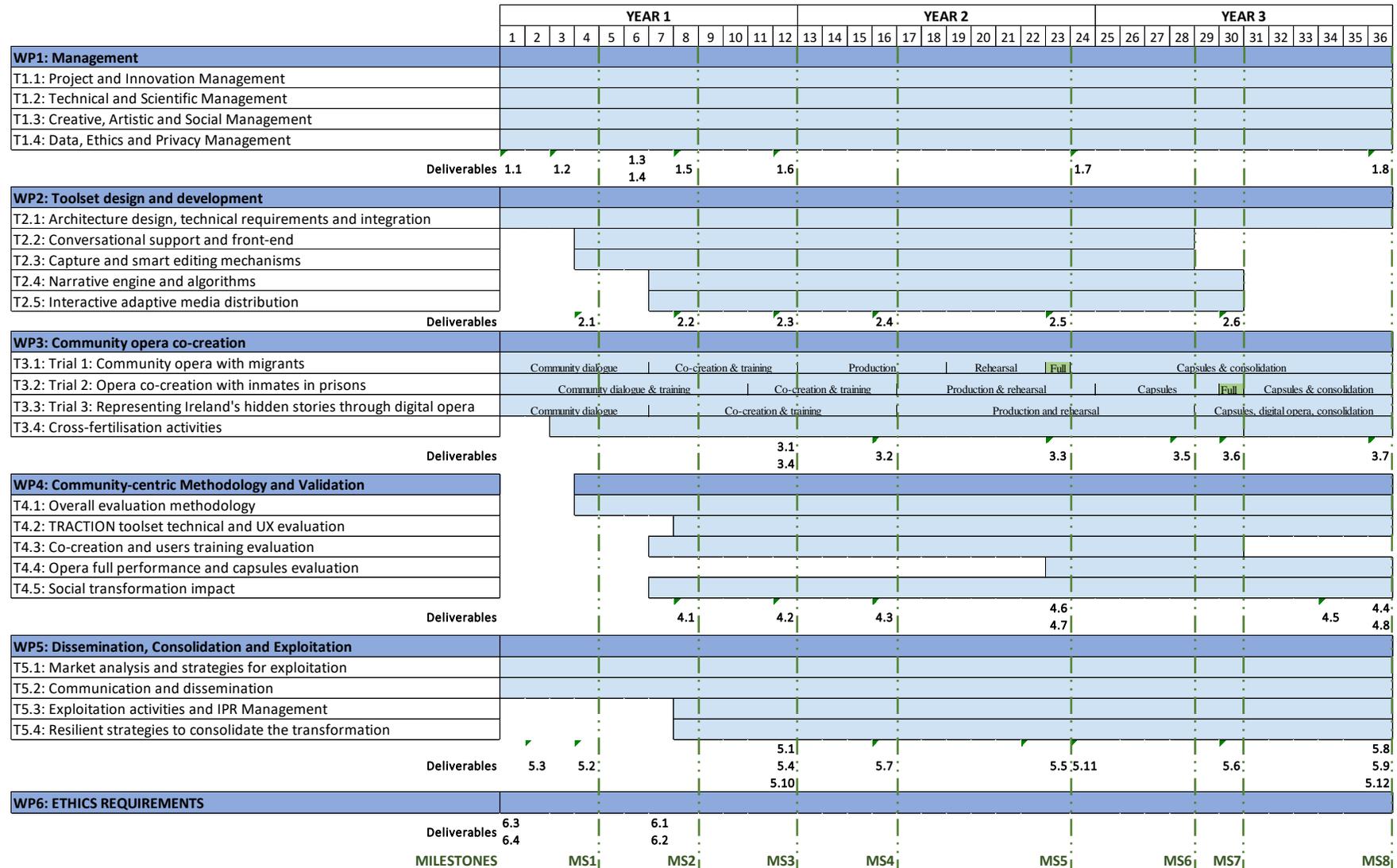
The project will be executed over a 36-month period. During that time, community opera co-creation will run, same as dissemination, consolidation and exploitation (M1-M36). While toolset design and development will be constant during the whole project, its main focus will be between M7-M28. On the other hand, community -centric methodology and validation will start on M4.

2.3 Duration and Gantt

The project has a duration of 36 months, from 1st January 2020 to 31st December 2022

	YEAR 1												YEAR 2												YEAR 3											
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36

WP1: Management
- T1.1: Project and Innovation Management
- T1.2: Technical and Scientific Management
- T1.3: Creative, Artistic and Social Management
- T1.4: Data, Ethics and Privacy Management

Deliverables: 1.1 · 1.2 · 1.3 1.4 · 1.5 · 1.6 · 1.7 · 1.8

WP2: Toolset design and development
- T2.1: Architecture design, technical requirements and integration
- T2.2: Conversational support and front-end
- T2.3: Capture and smart editing mechanisms
- T2.4: Narrative engine and algorithms
- T2.5: Interactive adaptive media distribution

Deliverables: 2.1 · 2.2 · 2.3 · 2.4 · 2.5 · 2.6

WP3: Community opera co-creation
- T3.1: Trial 1: Community opera with migrants — Community dialogue | Co-creation & training | Production | Rehearsal | Full | Capsules & consolidation
- T3.2: Trial 2: Opera co-creation with inmates in prisons — Community dialogue & training | Co-creation & training | Production & rehearsal | Capsules | Full | Capsules & consolidation
- T3.3: Trial 3: Representing Ireland's hidden stories through digital opera — Community dialogue | Co-creation & training | Production and rehearsal | Capsules, digital opera, consolidation
- T3.4: Cross-fertilisation activities

Deliverables: 3.1 3.4 · 3.2 · 3.3 · 3.5 · 3.6 · 3.7

WP4: Community-centric Methodology and Validation
- T4.1: Overall evaluation methodology
- T4.2: TRACTION toolset technical and UX evaluation
- T4.3: Co-creation and users training evaluation
- T4.4: Opera full performance and capsules evaluation
- T4.5: Social transformation impact

Deliverables: 4.1 · 4.2 · 4.3 · 4.6 4.7 · 4.5 · 4.4 4.8

WP5: Dissemination, Consolidation and Exploitation
- T5.1: Market analysis and strategies for exploitation
- T5.2: Communication and dissemination
- T5.3: Exploitation activities and IPR Management
- T5.4: Resilient strategies to consolidate the transformation

Deliverables: 5.3 · 5.2 · 5.1 5.4 5.10 · 5.7 · 5.5 5.11 · 5.6 · 5.8 5.9 5.12

WP6: ETHICS REQUIREMENTS

Deliverables: 6.3 6.4 · 6.1 6.2

MILESTONES: MS1 · MS2 · MS3 · MS4 · MS5 · MS6 · MS7 · MS8

2.4 Reporting

Periodic Reports regarding the progress of the TRACTION project will be prepared every twelve months:

- Two official Periodic Reports will be submitted to the EC: M12 and M36.

- A progress report will also be submitted (D.7): M24.

The Periodic Report for each period (including the final one) shall address both the technical and the administrative aspects of the project. It shall consist of sections described as follows:

- Publishable summary

- Core of the report

- Project objectives for the period

- Work progress and achievements during the period

- Project management

- Deliverables and milestones tables

- Explanation of the use of the resources

- Financial statements
  - Certificates on financial statements when required

A Final Report will be submitted within 60 days after the end of the project. The final report shall contain:

- A final publishable summary report which includes: an executive summary, a summary description of the project context and objectives, a description of the main scientific and technical results, potential impact (including the socio-economic impact of TRACTION) and the main dissemination activities and exploitation of results/foreground.

- A plan for the use and dissemination of foreground, to raise awareness.

- A report covering the wider societal implications of the project, in the form of a questionnaire, including gender equality actions, ethical issues, efforts to involve other actors.

3 Project Management Structure

3.1 Organisational Structure and Decision-making

The success of TRACTION relies to a great extent on the ability of the consortium to implement an efficient management structure and adequate procedures capable of addressing the challenges normally encountered in collaborative initiatives. This section provides a description of the management framework which the consortium has set up to link together all the project components and maintain smooth communication amongst the partners. The structures, roles, responsibilities and mutual obligations of the partners herein described will be duly specified in a Consortium Agreement to be signed before the start of the project.

3.1.1 Project Management Structure

A management structure has been defined to ensure control of the project activities (see figure 2). Partner responsibilities, tasks and expected results have been defined before the start of the project to avoid grey areas and misunderstandings. The proposed project management

Figure 2 Diagram of the project management structure

structure and procedures are designed to provide leadership to enable the project to achieve its objectives, goals and to represent a framework for making structural decisions. It will provide effective co-operation between the various stakeholders and will offer opportunities for supporting innovative initiatives. It will include measures for continuous consultation with external stakeholders to discuss and confirm vision, directions and agree priorities. Provisions will also be made for the management of knowledge, protection of intellectual property rights and other innovation-related activities arising in the project.

3.1.2 Project Coordination

The project coordinator VICOM will have the responsibility for the overall coordination of the project. VICOM will be in charge of all the administrative, contractual and financial management of the project constituting the direct interface between the project and the EU Commission. Activities which will be carried by VICOM for the entire duration of the project are the following:

- Interface between the consortium and the European Commission.
- Coordinate all technical activities and detect deviations.
- Design and application management tools (processes, communication, task assignment, etc.).
- Organisation of the meetings of the various management bodies, preparation and diffusion of the minutes.
- Chair the Steering Committee (SC).
- Prepare and follow-up all project meetings (notification, agenda, chairing and reporting).
- Monitor project progress, workload consumption and tracking cost related to the budget.

- Technical follow-up, monitoring of project progress and risk assessment (follow up of project indicators such as GANTT chart, milestones and deliverables tables, risk register, as well as quality control through the Steering Committee).
- Checking and approving the documents generated in the project.
- Keep partners informed about project progress.
- Manage reporting to the commission and serve as the administrative liaison to the commission and as project secretary and archive.
- Work on deliverables and submission will be monitored for ensuring a quality process.
- Management tasks implementation.

VICOM as the leading party within the TRACTION project will spread the idea of excellence and its wide experience in the field of international cooperation throughout the project and will guide the partners by issuing appropriate rules for team working and assuring quality in the project. Within the Project Management Team, four roles have been defined:

- The **Project Manager** (PM), Dr. Mikel Zorrilla (VICOM), who is the ultimate reference for the overall responsibility for the organisation, planning and control monitoring of the quality of the technical achievements. This is the person who acts as the interface with the European Commission and with any interested third party.

- The **Technical Manager** (TM), Mr. Stefano Masneri (VICOM), will assist the Project Manager in organisation, planning, and control of the project, as well as monitoring technical achievements. The TM is in charge of coordinating all interactions between WPs and is responsible for the supervision of the overall progress of the project as day to day contact for the technical aspects of the project.

- The **Administrative Manager** (AM), Mr. Seán Gaines (VICOM), will assist, support and advise the related to legal, financial and contractual aspects of the project.

- The **Innovation Manager** (IM), Ms. Esther Novo (VICOM), will coordinate the work of all TRACTION partners as well as the Advisory Board to ensure that the project results can be optimally exploited and commercialised. The Innovation Manager will report to the Steering Committee and she will also provide guidance to the consortium with regard to best practices on innovation management and the integration of accessibility from production to fulfil the UN CRPD [see Section **Error! Reference source not found.**].

- The **Creative, Artistic and Social Manager** (CASM), Mr. François Matarasso (FM), will coordinate the trials and the cross-fertilisation activities from a creative, artistic and social perspective to foster and efficient community dialogue between diverse communities, acting as the main facilitator in the process.

- The **Ethical Requirements Manager** (ERM), Dr Pilar Orero (UAB) will assist and secure the ethics issues raised by TRACTION research and activities. She will identify the need to take preventive or/and corrective measures (T1.4 and WP6). She will produce an Ethics Check customised for TRACTION and conduct it on the basis of the information provided by the concerned beneficiaries (D6.1, D6.2, D6.3 and D6.4).

3.1.3 Steering Committee

The TRACTION Steering Committee (SC) will be comprised of a representative of each partner taking part in the project and the Project Coordinator, who will chair the SC. The aim of this committee will be to advise and support the Project Coordinator's decisions on operational and management issues. Where appropriate, the SC will try to resolve conflicts as they arise, otherwise it will refer the matter to the Coordinator with the necessary recommendations. The board will be responsible for all decisions of general nature within the frame of the EC contract and the Consortium Agreement, including:

- Any expenditure (except those already agreed upon in the budget).
- Any major change in the nature of the project.
- The preparation of the budget and any proposed amendments.
- Any transaction between the consortium and a third party.
- Ownership and access rights of the results.

The decisions within the management board will be taken preferably by consensus. In the case of disagreements, the decision will be put to a unanimous vote of all representatives, being necessary a simple majority.

Table 3 Members of the Steering Committee

No.	Beneficiary	SC Representative
1	VICOM	Mikel Zorrilla
2	DCU	Gabriel Miro Muntean
3	FM	François Matarasso
4	INO	James Bingham
5	LICEU	Irene Calvis
6	NWO-I (CWI)	Pablo Cesar
7	SAMP	Paulo Lameiro
8	UAB	Pilar Orero
9	VRI	Terry Madigan

3.1.4 Work Package Leaders

The Work Package Leader (WPL) is responsible for the coordination of the technical work within a WP. In conjunction with the Project Coordinator and the relevant partners for each work package, the Work Package leader is responsible for the follow up of the work in compliance with the objectives and general scope of work as agreed by the partners. He or she will chair corresponding meetings and is responsible for estimating the resources required for the various work packages/tasks and drawing up suitably detailed programmes for executing the work and for producing the deliverables. These will be agreed with the participating partners and the Project Coordinator.

Table 4 Work Package Leaders

WP	Name	Leader
WP1	Mikel Zorrilla	1.- VICOM
WP2	Pablo Cesar	6.- NWO-I
WP3	Irene Calvis	5.- LICEU
WP4	Pilar Orero	8.- UAB
WP5	Mikel Zorrilla	1.- VICOM
WP6	Esther Novo	1.- VICOM

3.1.5 WP leader discussion forum

This Forum will allow to monitor the technical development of the project by generating a technical discussion forum among the project coordinator and all the WP leaders.

3.1.6 Advisory Board

The Advisory Board (AB) will be set-up by VICOM according to task T1.1. The role of the advisory group is to complement the technical and user requirements and the architecture, and to participate in project dissemination and communication tasks. The AB will be funded under the Coordinator's budget. The AB consists of representatives and organisations aligned with the different fields of expertise related to TRACTION especially end users.

3.2 Project Internal Procedures

In order to ensure a rapid and efficient launch of the project tasks, dedicated management tools and procedures, fitting all specific management requirements will be proposed from the start. These tools will be placed under the responsibility of the Steering Committee and Work Package Leaders.

To ensure the project maintains rhythms and a team dynamic, a modified Scrum model will be used and oriented around team meetings. The following meeting types and intervals will be used:

- Plenary Conference Calls – Bi-Weekly one-hour meetings by Video-Conference using Hangouts Meets.
- Work Package Meetings – Bi-Weekly one-hour meetings by Web-Conference for those work packages and tasks in focus and for those project participants active in the tasks.
- Internal reporting – Bi-Quarterly 360-degree reviews of project.
- Face-to-face Meetings – Plenary and/or technical meeting hosted by partners every six months.
- The Consortium has agreed on the face-to-face Meeting Calendar and will update the following table during the project. All these meetings and conference calls will be used to track technical, financial and managerial progress against plan, identify and assess issues and risks, refresh forthcoming deadlines and milestones. The agreed team meetings setting along with fluent email, telephone and WebEx communications has proven satisfactory and it is intended to be maintained until the end of the project. Ad-hoc meetings will also be scheduled as needed to tackle specific topics.

Table 5 Tentative Meeting Calendar

Dates	Meeting type	Organiser	Location
03-05/02/2020	Kick-off meeting	VICOM	San Sebastian
27-29/05/2020	Second F2F meeting	FM	Newcastle
M15	Review Meeting		Brussels
M36	Review Meeting		TBC

3.2.1 Management Tools

To provide an adequate level of internal communication, the following measures have been adopted:

- VICOM has produced a partner mailing list of the consortium (including technical, financial and contractual contact points) accessible with the mail address traction@vicomtech.org and will keep it updated.
- VICOM has created a mailing list for the Steering Committee: traction_stearing@vicomtech.org.
- VICOM has created mailing lists per WP, accessible with the following mail addresses:
    - traction_wp1@vicomtech.org
    - traction_wp2@vicomtech.org
    - traction_wp3@vicomtech.org
    - traction_wp4@vicomtech.org
    - traction_wp5@vicomtech.org
    - traction_wp6@vicomtech.org
- VICOM will create a GitHub account for public and private repositories in order to provide hosting for software development version control using Git.
- VICOM will evaluate the possibility to use SLACK, as a cloud-based proprietary instant messaging platform, if the communication and interaction provided by Podio is not the best for the communication of the software developers in the project.
- A project management tool platform has been set up, Podio, for regular communication and document sharing.
    - Podio is a cloud-based collaboration service.
    - Objective:
        - Team communication.
        - Business processes.
        - Data and content in project management workspaces.
        - Multi-platform / multi-device access.
    - Main features and advantages:
        - Document repository: deliverables, etc.
        - Meetings: agenda, minutes, etc.
        - Good place for discussion (over a task, over a WP).
        - Flexible and adaptable.
        - Dynamic.
        - Suitable for monitoring (statistics, activity, project monitoring, etc.).

Even the configuration of Podio will change during the project, since it is completely configurable and customisable, the following images provide an overview of the Podio homepage currently:

Figure 3 Screenshot of the Podio homepage for TRACTION
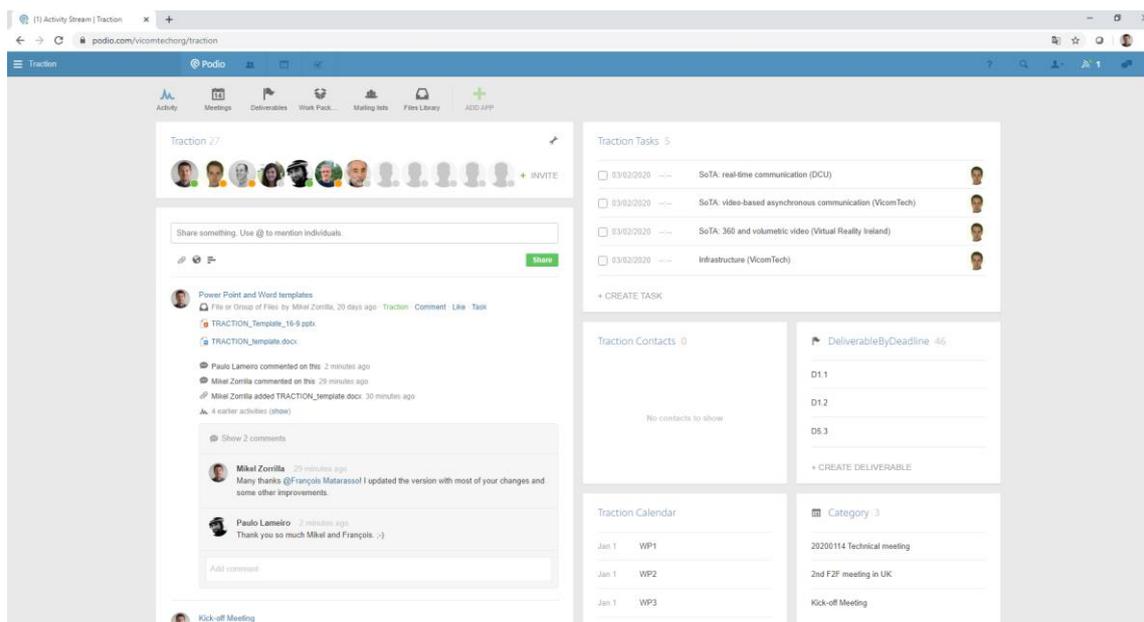
Currently, Podio contains information about the meetings (dates, attendees, agenda, minutes, etc.), a repository for the deliverables (versions, updates, interaction, etc.), the description of the Work Packages (including the WP leader, information about the tasks, possibility to interact between partners involved in the WP, etc.), information about the mailing lists (available mailing lists and who is included on each one) and a file repository (for Word and Power Point templates, State-of-the-Art literature, etc.).

The following screenshot presents an overview of all the deliverables in Podio, order by the deadline, the owner and additional information:

Figure 4 Screenshot of the deliverables of TRACTION in Podio
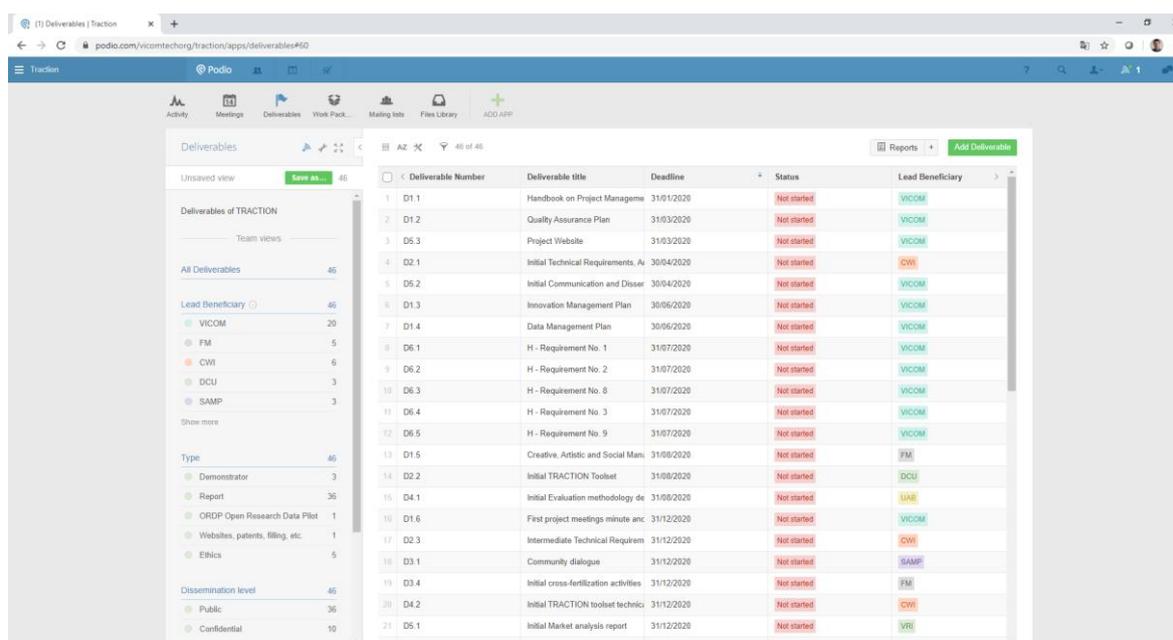
3.2.2   Information Management

In order to document project results in the most efficient way, the following steps will be followed. Each partner will be required to formally report to the WP Leader on progress and achievement of specific deliverables in compliance with the work programme every six months (Partner Technical Progress Reports). These shall include, but not be limited to, the following:

- WP objectives for the period.
- Work progress towards objectives over the time period covered (including meetings and teleconferences).
- Milestones/deliverables achieved in the period.
- Explanation of the gaps and their impact on other tasks.
- Reasons for failing to achieve critical objectives and/or not being on schedule, and impact on other tasks as well as on available resources and planning.
- Corrective actions planned or taken.

The Work Package Leaders will be responsible for compiling such reports in the WP Progress Report also every six months. The Project Coordinator will receive this document from each WP Leader and document the Project Technical Progress Report (see Annex I). This document will be evaluated by the Steering Committee in order to monitor the status of the project and to take appropriate corrective actions.

Regarding cost reporting and other financial aspects, every partner will provide the project coordinator with the economic reports with the signed Form C, within 10 days of the end of the reporting period. The Coordinator will require all the necessary financial information from the partners.

3.2.3   Conflict Resolution

The Consortium Agreement will be negotiated and agreed among the participants in the TRACTION project in order to define their obligations and rights under the project. The Steering Committee will be in charge of the resolution of the conflicts that may arise during the execution of the project. Those decisions may be classified as follows: on-going management of project, review or amendment of the work-plan defined in this document, together with the allocation of the funding provided by the Commission under the EC contract between the parties and review or amendment of the terms of the EC contract; the cost and time schedules under the EC contract, the termination date of the EC contract.

Certain decisions will require approval by the Commission. If partners do not fulfil their obligations within the project, they will be cautioned by the consortium. All means will be taken to resolve any conflicts that might occur during the project by unanimous decision of the consortium. However, if a unanimous decision cannot be reached within an appropriate time frame, a decision process with a qualified majority vote will be applied via WP leaders. Details of the necessary majority and the competencies to make decisions will be specified in the Consortium Agreement.

3.2.4 Self-Assessment Audits

The TRACTION consortium will implement a system of self-assessment audits in the project. These audits will be based on feedback assessment by project partners, Advisory Board, the European Commission and other key project stakeholders not identified at time of writing. The purpose of the audits will be team development and appraisal of project goals. They shall also facilitate communication and team development within the consortium by providing feedback on partner performance. This technique will underpin a strategy of management by objectives during the project. Furthermore, the process will enable the partners to participate in goal setting and ensure they are married to the project goals, provide motivation to the consortium by demonstrating the participative nature of the project management process, provide clarity on the definition of project goals and most importantly make the communication and coordination processes of the project more effective and agile. The audits will coincide with project meetings at M6, M12, M18, M24, M30 and M36. The last will take the form of a project post-mortem. The kick-off meeting will be used to start the process and familiarise the consortium with the process. It shall also serve to allow the consortium to reflect on the proposal preparation and project negotiation phase of the project and ensure that the kick-off begins with any pertinent issues addressed.

The audits should be simple and avoid the issue of complexity with the process, foster open and frank discussion on the progress of the project and performance of partners and project principals. The expected benefit of the processes is to formalise periods of reflection after distinct phases of the project lifecycle so that inefficiencies and conflict can be identified, and the appropriate measures adopted. The purpose of this review style is not intended to drive or maximise performance in the project, but rather to ensure the expectations of partners and other stakeholders are reasonable and achievable so to meet project goals. Prior to each project meeting a brief questionnaire will be circulated to Project Principals requesting a self-assessment on the execution of their project tasks and those of the partners with whom they have worked during the period. The Advisory Board will be asked to provide feedback on the consortium and the project as a whole. The questionnaire will be structured around the goals of the project period and the core values and ambitions of the project purpose. The coordinator will prepare equivalent assessments. As an aside to the project consortium meetings, the SC will hold a review meeting where the assessments will be contrasted and agreed. The output of the process and meetings will be a plan of action for the following project period that addresses corrective actions, objectives to leverage the strengths shown by the partner in the previous project period and tackle any identified needs of the partner to achieve its project goals.

4   Quality Assurance

4.1   Quality Assurance Plan and Key Performance Indicators

A Quality Assurance methodology will be adopted for all the project activities in order to ensure several important aspects and presented in D1.2 in detail. There will be a standard format used for each type of document. This will be done by creating templates for every type of document; the deliverables will be consolidated at a given date or milestone. Work package leaders will be specifically dedicated to monitoring and reminding due dates to the deliverable responsible or editor; there will be a "quality plan" with the requirements and templates the deliverable must follow and there will be an internal quality revision plan for deliverables. This will be done by assigning two members of the consortium, not directly involved with the deliverable, who will revise the document according to the quality plan.

The performance of the TRACTION project will be measured against a set of key performance indicators set by the Management Team and agreed by the SC. The performance will be appreciated according to several Quality Indicators agreed by the SC. The indicators will be calculated on a three-monthly basis and presented/commented during each SC. These Quality Indicators will follow in particular the respect of internal procedures (Technical reporting, Financial reporting), the mobilisation of resources and budget consumption (Financial assessment), communication and dissemination activities, production of knowledge, intra-consortium communication, project communication, cooperation and integration, risk management and gender equality.

4.1.1   Deliverable Preparation Rules

The deliverable preparation planning starts as soon as the related tasks start. The main steps for the deliverable preparation are as follows:

- Partner responsible of the deliverable generates the first table of content and sends it to the corresponding reviewers and contributors.
- The deliverable responsible partner sends the draft version to the reviewers, 14 days before the deadline set in the DoA.
- Reviewers and involved contributors verify the quality of the deliverable, make any possible suggestion for its improvement following a Quality Review Form, and send it to the deliverable responsible partner, one week before the deadline.
- Deliverable responsible partners integrate the improvements in the document and send it to the Coordinator before the deadline.
- The Coordinator uploads the deliverable to the European Commission's Portal within the deadline set in the DoA.

4.1.2   Project Progress Measurement

The performance of the project will be measured against a set of key performance indicators set by the Management Team and agreed by the SC (to be included as part of D1.2 Quality Assurance Plan). The performance will be appreciated according to several Quality Indicators agreed by the SC. The indicators will be calculated on a six-monthly basis and discussed during each SC. These Quality Indicators will follow in particular the respect of internal procedures (Technical reporting, Financial reporting), the mobilisation of resources and budget consumption (Financial assessment), communication and dissemination activities, production of knowledge, intra-consortium communication, project communication, cooperation and integration, risk management and gender equality.

4.2 Critical Risks

Risk is defined as any event potentially precluding the achievement of the objectives of a certain activity or task. Risk management is a balance of judgement so that the risks are minimised without over-emphasising the potential problems. Risk management requires identification, control and recording of risks, highlighting the consequences and taking the adequate management actions. To ensure a successful development process, a risk management process will be adopted, intended to enhance the likelihood of success by identifying risk areas early in the cycle, adopting mitigation plans, and planning for escape routes which preserve the essence of TRACTION in cases of major changes.

The process will involve a risk register which will be regularly reviewed by the SC and which will be forwarded to the European Commission as part of the regular reporting process. As a first step towards following the appropriate risk policy, Part A of the DoA includes the critical risks identified during the proposal preparation, related to project implementation. Possible risk mitigation measures are also included.

The consortium, led by the Project Coordinator, will develop and deploy a continuous. The main goal of this process will be to identify, manage and overcome risks that may occur within the Work Packages and during the entire project duration. The review meetings, as well as the discussions with the Advisory Board, will be a key input for the update of the risks and the mitigation measures. Recommendations arising from project periodic reviews will be added as risks to be addressed in the following reporting period.

The most significant risks identified for the TRACTION project are associated with (i) the failure in the delivery of the toolset on time; (ii) the delivery of a solution with very low performance quality or usability; and (iii) ensuring that the TRACTION toolset and the three trials can have a long-lasting transformative effect for the communities involved and for Opera.

Based on preliminary design activities we have identified three levels of risk:

- Low risk: Does not materially impact the feasibility of the project. Little or no contingency planning is necessary.
- Low-Medium risk: a risk that impacts the project and that need to be addressed. However, relatively straightforward solutions or workarounds can be found.
- Medium risk: Significant risk to the viability of the project, for which potential alternative avenues must be considered, and in which the alternatives are also inherently risky.

Risk	Description	WP	Risk Mitigation Measures
R1	Partner problems (eg. Underperforming partner; a key partner leaves the project; disagreement between partners, single-member partners cannot manage the workload). Probability: low.	WP1, WP2, WP3, WP4, WP5, WP6	WP leaders monitor progress (including potential partner conflicts) at WP level and communicate difficulties to the Project Coordinator. The consortium agreement will ultimately provide a framework for underperforming partners and conflict resolution procedures. Single-member partner will have a well-balanced work timeline so that they will not be a bottleneck for the project progress. Steering Committee will evaluate the risk monthly.
R2	Expertise risks (e.g. A key person with a specific expertise leaves the project).	WP1, WP2, WP3,	Proper documentation through project reporting and deliverables can mitigate this risk, although depending on the profile and the moment of the project, work may need

	Probability: low.	WP4, WP5, WP6	to be rescheduled in order to bring a new person up to speed. Clear communication channels in the project will allow partners inform the coordinator promptly of this risk. Steering Committee will monthly evaluate this risk in order to identify potential bottlenecks and lack of documentation.
R3	Project execution risks (e. g. critical milestones delayed). Probability: low.	WP1, WP2, WP3, WP4, WP5, WP6	The expertise of partners (coordinators and management) will allow rapid identification of drifts that could affect the large-scale. A hand-on day-to-day coordination are a key management element to mitigate this risk. WP Leaders and coordinator (VICOM) will evaluate this risk every two weeks.
R4	Participation of UK based members after Brexit. Probability: low	ALL	FM is the only partner based in the UK and is represented by a single individual with French nationality, living in both France and the UK. In case of UK non-eligibility for continued participation in EU programmes, FM could relocate his work to France.
R5	Failure to deliver a key component. Probability: low/medium.	WP2	Technical components will be delivered through an iterative process of three phases, which will ensure that a fall-back option is always available. WP3 leader will evaluate this risk every two weeks and potential risks will be evaluated in the Steering Committee.
R6	Software integration issues. Probability: medium.	WP2	Expertise in the project and proper project documentation will ensure that the front-end, the smart editing libraries and the narrative engine can integrate seamlessly. Delivery in iterative phases and frequent communication between the partners involved in WP2 will reduce the likelihood of such issues. WP leader, Project Coordinator and Steering Committee will evaluate this risk on a monthly basis.
R7	Integration of the toolset into the opera design and co-creation phase. Probability: medium.	WP2, WP3	Expertise of the partners will allow rapid identification of issues in toolset usage. Weekly Communication between WP leaders, iterative development as well as frequent evaluation of the software usability will be done in order to ensure a smooth user experience and the effectiveness of the toolset in the co-creation process.
R8	Delays in the production of the opera. Probability: low.	WP3	Expertise of the partners will ensure that the opera production follows the timeline. Task T3.4 will ensure that different partners can provide help and support when needed. In case of severe delays, different stages in the opera production can proceed in parallel to ensure that every deadline could be met.
R9	Difficulties for the engagement of hard-to-reach persons from disadvantaged groups and	WP3, WP4	Previous experience of project partners in other community opera projects will provide expertise on the subject. For instance, LICEU has already collaborated with

	cooperation with professional groups. Probability: medium.		Tot Raval foundation, made up of fifty social organisations, schools, cultural institutions, trade associations and persons working in the Raval network to enhance social cohesion, coexistence and quality of life in the neighbourhood. Moreover, they are involved as advisers in the project and they will facilitate and promote the engagement of the different collectives of the Raval neighbourhood in the project. As another example, SAMP and GULBENKIAN have already worked with prisons and inmates in previous activities. Organisation such as Estabelecimento Prisional de Leiria (the Leiria youth prison) and the Municipality of Leiria, together with the involvement of GULBENKIAN, will engage all the required stakeholders to enable the proposed pilots in TRACTION. Finally, INO is also collaborating with different organisation that will promote the involvement of hard-to-reach persons and that will be involved in the Advisory Board of TRACTION such as Music Generation, an association for music education that transforms the lives of children and young people through access to high quality performance music education, or the Civic Theatre, which has the vision to provide a place of possibility, opportunity and transformation, where all people are inspired and nurtured to play a creative and civic role in the world. TRACTION will continuously search during the project for new organisation that could be involved in the project as advisers to facilitate the engagement of diverse communities. For every trial, the community dialogue stage is intended to minimise this risk by checking how the trial can positively impact the community and help the social integration.
R10	Difficulties for the commercialisation and exploitation of the outcome results. Probability: medium.	WP5	WP5 leader will report monthly about the progress, the market analysis and the exploitation plan and strategy. Moreover, the Innovation Manager will have a meeting with WP Leader every month.
R11	Difficulties achieving long-lasting transformations after the end of the project. Probability: medium.	WP3, WP4, WP5	One of the main objectives of TRACTION is to achieve transformation of communities at risk of exclusions. Even though the trials in WP3 have a 36 months' timeline, all partners involved plan to replicate the trials with different communities and disseminate their experience with other stakeholders. Furthermore, T5.4 will specifically focus on maximising the impact of TRACTION after the end of the project. Advisory Board members will have and active role to mitigate the risk through dedicated workshops.

It should be noted that a true risk assessment for a project of this scale cannot be faithfully represented at the beginning of the project in a static way. Risk management will be handled as part of Task 1.1 and Task 1.2. Furthermore, given the peculiarities of cooperative international applied research the following additional measures will be applied:

- All recommendations resulting from the Technical Evaluation of the proposal have been added as risks to the initial risk register in the project.
- Recommendations arising from project periodic reviews will also be added as risks to be addressed in the following reporting period.
- Any other unforeseen risks will be included in the register and addressed appropriately by the consortium.

5 Conclusions

This document presents the internal guidelines that will be followed for the appropriate management of the TRACTION project. D1.1 Project Management Plan is the handbook on project management for TRACTION, including the project structure, the management structure and procedures, an introduction to the quality assurance plan, as well as the list of critical risk and mitigation strategies.

Some of the sections in this document will be updated throughout the lifetime of the project, as previously indicated, in order to appropriately coordinate internal project communication, meetings and workshops, undertake corrective actions if needed in order to meet the project plan, identify and manage technical risks.

The overall management plan of the project described in this deliverable is aligned with the information already provided in the Description of Action for TRACTION (as per Grant Agreement number 870610).

Annexes

Annex 1: Progress Template Report

TRACTION – PROGRESS REPORT	
Work package:	
Partners:	
Period:	
WP objectives for the period	
Work progress towards objectives over the time period covered (including meetings and teleconferences)	
Highlight significant results	
Milestones and deliverables achieved in period	
Explanation of the gaps and their impact on other tasks	
If applicable, explain the reasons for failing to achieve critical objectives and/or not being on schedule and explain the impact on other tasks as well as on available resources and planning	
If applicable, propose corrective actions	

Annex 2: Self-Assessment Audit Questionnaire

	Partner Evaluation 1-5	Coordinator Evaluation 1-5
Q1 Coordination		
Administrative, Technical, Financial, etc. An overall rough evaluation of the performance so far.		
Q2 Communication		
Please evaluate the communication between partners and from the coordinator to date.		
Q3 Conflict		
How well has conflict been managed so far?		
Q4 Key Roles		
Please Rate the performance of the following Project Principals.		
Project Manager		
Technical Manager		
Administrative Manager		
Innovation Manager		
Q5 Work Package Leaders		
Please rate the performance of the following WP leaders. Only if you have had interaction and a dependence on their WPs.		
Q6 Partners		
Please rate the performance of the partners (excluding the coordinator). Only if you have had interaction and a dependence on their WPs.		
Q7 Progress against objectives - Period		
How would you rate our progress against objectives for the period?		