



Quality Assurance Plan

DISSEMINATION LEVEL	PUBLIC (PU)
WORK PACKAGE	WP1 MANAGEMENT
DELIVERABLE NUMBER	D1.2
VERSION	V1.0
SUBMISSION DATE	31/03/2020
DUE DATE	31/03/2020





Authors

Authors in alphabetical order		
Name	Organisation	Email
Dorleta García	VICOMTECH	dgarcia@vicomtech.org
Esther Novo	VICOMTECH	enovo@vicomtech.org
Mikel Zorrilla	VICOMTECH	mzorrilla@vicomtech.org
Stefano Masneri	VICOMTECH	smasneri@vicomtech.org

Control sheet

Version history			
Version	Date	Modified by	Summary of changes
V0.0	2020/02/29	Esther Novo	ToC and initial guidelines
V0.1	2020/03/11	Dorleta García	First complete version of document
V0.2	2020/03/26	Esther Novo	Reviewed version, contributions
V1.0	2020/03/31	Esther Novo	Final version with reviewers comments and editing

Peer review		
	Reviewer name	Date
Reviewer 1	Sandra Sousa (SAMP)	2020/03/29
Reviewer 2	Pablo Cesar (CWI)	2020/03/30

Legal disclaimer

The information and views set out in this deliverable are those of the author(s) and do not necessarily reflect the official opinion of the European Union. The information in this document is provided “as is”, and no guarantee or warranty is given that the information is fit for any specific purpose. Neither the European Union institutions and bodies nor any person acting on their behalf may be held responsible for the use which may be made of the information contained therein. The TRACTION Consortium members shall have no liability for damages of any kind including without limitation direct, special, indirect, or consequential damages that may result from the use of these materials subject to any liability which is mandatory due to applicable law. Copyright © TRACTION Consortium, 2020.



Table of content

Authors	1
Table of content.....	2
List of tables.....	3
List of figures.....	3
Abbreviations.....	4
Executive summary.....	5
1 Introduction	6
1.1 TRACTION concept and approach.....	6
1.2 Project Quality Management.....	6
1.3 Purpose of the deliverable	7
1.4 Intended audience	7
2 Quality Assurance	8
2.1 Quality assurance tools.....	8
2.1.1 Podio: the project management workspace.....	8
2.1.2 Quality registers.....	8
2.1.3 Risk register.....	8
2.1.4 Project Milestones	10
2.1.5 Project Objectives	11
2.1.6 Key Performance Indicators.....	12
2.1.7 Strategic and decision-making bodies	15
2.2 Quality assurance procedures.....	15
3 Quality control activities.....	16
3.1 Deliverable life cycle progress.....	16
4 Conclusion.....	18
Annex I.....	19
Annex II.....	22



List of tables

Table 1 Risk identification criteria	9
Table 2 Risk severity criteria	10
Table 3 Milestone list.....	10
Table 4 List of objectives.....	11
Table 5 Indicators about the progress of the work	13
Table 6 Indicators about procedures.....	13
Table 7 Impact indicators.....	13
Table 8 Dissemination indicators.....	14
Table 9 Decision-making bodies	15
Table 10 Deliverables assigned responsible and reviewers.....	16

List of figures

Figure 1 Podio deliverable progress	17
---	----



Abbreviations

Abbreviation	Definition
DoA	Description of Action
EC	European Commission
ES	Spain
GA	General Assembly
KPI	Key Performance Indicator
PMBok	Project Management Book of Knowledge
PU	Public
PT	Portugal
QAP	Quality Assurance Plan
SC	Steering Committee
UGRM	User Generated Rich Media
WP	Work Package
WPL	Work Package Leader



Executive summary

The aim of TRACTION is to conduct experimental projects with people in risk of social exclusion, who will test and share new ideas. 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 1.2 is devoted to Technical and Scientific Management.

The DoA describes this deliverable as: *“Plan for continuous risk management including maintenance of the risk register and risk assessment reports”*.

This deliverable complements D1.1 – Handbook for Project Management. D1.1 describes the overall project management and introduces elements that are essential to a proper understanding of the present document, such as the detailed organisational structure of the project.

The QAP is structured as follows:

Chapter 1 – Introduction briefly presents TRACTION.

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 – A conclusion summarising the main elements of the deliverable.



1 Introduction

1.1 TRACTION concept and approach

Opera uses all the visual and performing arts to create extraordinary worlds of passion and sensibility. It is rightly recognised as a great achievement of European culture. And yet a form that once inspired social and artistic revolutions is often seen as the staid preserve of the elite. With rising inequality and social exclusion, many see opera—if they think of it at all—as symbolic of what is wrong in Europe today. TRACTION aims to change that using opera as a path for social and cultural inclusion, making it once again a force for radical transformation.

We do not want to make opera palatable to those who don't attend. We want to define new forms of artistic creation through which the most marginalised groups (migrants, the rural poor, young offenders and others) can work with artists to tell the stories that matter now. By combining best practice in participatory art with digital technology's innovations of language, form and process, we will define new approaches to co-creation and we will innovate in three fields: a) Opera creation and production; b) Immersive and interactive digital media; and c) Social integration and community development.

Experimental projects in inner-city Barcelona (ES), a youth prison in Leiria (PT) and rural communities in Ireland will test and share new ideas. 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

1.2 Project Quality Management

This section outlines key concepts about project quality used in this the document. This document, the Quality Assessment Plan (QAP), mainly relies on the Project Management Body of Knowledge (PMBoK), a set of standard terminologies and guidelines for project management.

According to PMBoK, quality planning, quality assurance and quality control are essential to project management. These management processes are defined as follows:

- Quality Management Planning: this part of the process involves identifying the requirements and quality standards for the project and deliverables, as well as documenting the way in which the project will approve the compliance of the quality requirements.
- Quality Assurance Performance: this is the process that consists in auditing the quality requirements and the results of the quality control measurements, in order to assure that quality standards are applied.



- Quality Control: this process monitors and registers the results of the quality control execution, in order to assess the performance and recommend necessary changes.

1.3 Purpose of the deliverable

The Quality Assurance Plan is part of WP1 and is intended to be a reference document that enables an efficient and successful collaborative work that achieves the objectives of the project with high quality standards.

Quality Assurance and Control procedures are established throughout the deliverable, as well as a contingency plan, in order to monitor the development of the overall project.

1.4 Intended audience

The dissemination level of the present document is public, and is aimed mainly for the consortium members, as a guide for quality assurance, and for the European Commission members.

The specific audience of the Quality Assurance Plan are the members of the Governance Bodies, such as the General Assembly, the Steering Committee and the Advisory Board.



2 Quality Assurance

Quality Assurance and Quality Control are among the components of quality systems and are composed of various processes that ensure the deliverables are up to the standards expected. Many of the Quality Assurance tools set for TRACTION are specified in D1.1, such as the project management workspace and the governance bodies.

2.1 Quality assurance tools

2.1.1 Podio: the project management workspace

To provide an adequate level of internal communication, a project management tool platform has been set up, Podio¹, for regular communication and document sharing, as stated in D1.1, section 3.2.1-Management Tools.

2.1.2 Quality registers

The outputs of the quality management processes operated in TRACTION include three documents:

- Deliverable register. By means of the Podio platform, deliverables' due dates are set, and progress and compliance are measured. Final versions of the deliverables are archived in the same platform and uploaded to the EC's online portal.
- Risk register. The risks foreseen during the proposal and Grant Agreement preparation stages have been gathered in a living document in which new risks that are identified during the life cycle of the project will be recorded; this document will be stored in the Podio platform and the information to the EC's online portal (Continuous Reporting process). The criteria used in the risk register is explained below in Section 2.1.4.
- KPI register. It includes a set of indicators to be monitored during the project and simple, effective methods for measuring project quality performances. It is described in Section 2.1.3. These KPIs will be also uploaded and updated via Podio.

2.1.3 Risk register

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. Controlling the risks will help to manage the project to properly achieve the objectives on time and in budget. WP leaders will identify and update the risks relevant to their activities or tasks and shall be requested to properly and promptly document them to the SC. Risk management requires identification,

¹ <https://podio.com/>



control and recording of risks, highlighting the consequences and taking adequate management actions.

To ensure a successful development process, a risk management process has been 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 (via the SyGMA online portal).

In order to guarantee the highest quality risk management in TRACTION, Project Management Institute's Risk management model² and best practices will be adapted to the specific needs of the project. The risk management process that will be followed includes the following steps:

- I. Identification of risks: using prior experiences, participation of the right people, using appropriate methods (e.g., brainstorming, interviews, root-cause analysis, Delphi technique), and registering of the identified risks in a risk log.
- II. Qualitative risk analysis: analyse and assess the probability and the impact or consequences of the identified risks in areas such as cost, schedule, or performance. Calculate and rank risks (e.g., using weighted ranking techniques).
- III. Quantitative risks analysis: use of quantitative models (e.g., Monte Carlo analysis, expected monetary value); only for important risks that can be quantified.
- IV. Plan risk responses: firstly, deciding if the strategy will be to avoid, transfer, mitigate (actions to reduce the probability), or accept (consider adding a contingency reserve).
- V. Monitor and control risks: this involves periodic re-assessments on the already identified risks and new risks identification exercises. Audits of the planned risk responses implementation, definition and planning of corrective actions if needed, and analysis of trends.

As a first step towards following the appropriate risk policy, the table WT5 in Part A of the DoA summarises the critical risks identified during the proposal and grant agreement preparation, related to project implementation, which will be updated during the project. Possible risk mitigation measures are also included. Moreover, the state of the play regarding reference reporting period, mitigation measures applied, risk materialised and actions will be continuously updated for the foreseen risks, and also unforeseen risks will be reported if necessary.

For each risk identified, the assessment will be undertaken according to the following criteria:

Table 1 Risk identification criteria

Description of the risk	Effect	Probability	Status
Description of the type of risk according (related to Technical,	Assessment of the potential impact of the risk in terms of either schedule, cost	Assessment of the probability of risk occurrence	Processing status of each identified risk (Open, Closed, Mitigated)

² <http://marketplace.pmi.org/Pages/ProductDetail.aspx?GMProduct=00101169201>



Management/Human, Procedural, Legal, etc.)	or performance (High, Medium, Low)	(High, Medium, Low)	
--	------------------------------------	---------------------	--

Each risk shall be analysed to determine its severity and a suitable reporting procedure followed according to the severity.

Table 2 Risk severity criteria

Severity	Monitoring and reporting actions
High	Unacceptable risk, which includes immediate detailed reporting to the Project Coordinator and immediate action initiation for risk mitigation. High frequency follow-up.
Medium	Unacceptable risk with immediate synthetic reporting to the Project Coordinator and action proposal for risk mitigation. Medium frequency follow-up.
Low	Acceptable risk, with no reporting and potentially action proposal for risk mitigation. Low frequency follow-up.

The table in Annex I, which is also uploaded in the Continuous Reporting section on the EC portal, describes the most critical project implementation risks identified so far (the effect and status criterion will be added during the project, at time of writing none of the risks have impacted the TRACTION project).

2.1.4 Project Milestones

Milestones have been defined to ensure that the project progresses and is on schedule. These milestones are regularly checked by the project managers and the project coordinator in order to ensure their completion. The milestones, as of March 2020, are listed in the table below.

Table 3 Milestone list

No	MS title	WP number	Lead beneficiary	Due Date	Means of verification
MS1	Initial Design	WP2	NWO-I	M4	D2.1 with the initial technical requirements and architecture definition according to the community dialogue performed in WP3.
MS2	First TRACTION toolset release and methodology	WP2, WP4	VICOM	M8	D2.2 with the first release of the TRACTION toolset and D4.1 with the definition of the methodology
MS3	Intermediate design and conclusions of the community dialogue	WP2, WP3	LICEU	M12	D2.2 with the second release of the TRACTION toolset and D3.2 with the conclusions of the co-creation process on each trial



MS4	Second TRACTION toolset release and co-creation process	WP2, WP3	VICOM	M16	D2.2 with the second release of the TRACTION toolset and D3.2 with the conclusions of the co-creation process on each trial
MS5	Full opera representation at LICEU and final design	WP2, WP3	LICEU	M23	Initial version of D3.3 with the conclusions of the co-creation process on each trial
MS6	Cross-fertilisation activities	WP3	FM	M28	D3.4 with cross-trial and cross-fertilisation activities
MS7	Full opera representation in Portugal and final TRACTION toolset release	WP2, WP3	SAMP	M30	D3.3 with the conclusions of the full opera representation in Portugal and D2.2 with the final release of the TRACTION toolset
MS8	TRACTION user evaluation and resilient strategies	WP4, WP5	VICOM	M36	D4.2 and D4.4 with the evaluation of the TRACTION toolset and the evaluation

2.1.5 Project Objectives

As stated in the introduction, the aim of TRACTION is to define new forms of artistic creation through which the most marginalised groups can work with artists to tell stories that matter now, by combining best practice in participatory art with digital technologies. Being that a general description of the objective, below all the objectives are enlisted:

Table 4 List of objectives

Objective	Description
O1: Promote, through their empowerment, a transformation of communities at risk of exclusion	The project will actively involve individuals and collectives that are currently not sufficiently integrated with cultural heritage experiences such as opera, whether because they do not know it, believe it does not represent them, or face economic barriers, to work together with opera professionals in a co-creation and co-design process. TRACTION will accompany those communities through social facilitators towards a learning by training approach in the diverse job profiles involved in an opera, fostering their integration in the job world and cultural heritage that will remain once the project finishes.
O2: Establish an effective collaborative and participatory production workflow for the co-creation and co-design of art representations	The project will research, design and provide a collaborative and participatory production toolset that will enable an effective community dialogue between opera professionals and other communities, covering the different stages of the co-creation of an opera. It will include a front-end that provides conversational support to invigorate the community dialogue; tools for user generated rich media capture, such as audiovisual content or immersive 360 videos; the integration of semi-automatic



	accessibility services and tagging mechanisms, such as automatically generated captions/subtitles or face/object/scene detection to add metadata; smart editing technologies; narrative engines and algorithms for content summarisation and for the definition of interaction workflows; and adaptive media distribution technologies.
O3: Lay down a community-centric methodology to conduct an efficient and measurable community dialogue that will last in time and be replicable	The project will define a methodology to conduct an effective conversation between communities, placing the collaborative production toolset in the middle as a facilitator to follow and implement the methodology. This will make possible the replication of the methodology with other communities and art disciplines, as well as guaranteeing that the life-cycle of the art representation will last in time, addressing the resilience of both the communities and the audience.
O4: Explore novel audiovisual formats based in European cultural heritage, such as opera	The project will investigate how to shift opera representations towards the recognition of multiple identities and voices that are at the moment not sufficiently integrated in cultural heritage experiences, through novel formats combining fully digital immersive and interactive media experiences for HMD (Head-Mounted Displays) with digitally enriched on-site traditional representations. Those novel approaches will reach new spectators, further than traditional audience in opera houses, actively engaging the audience and bringing opera to depopulated areas, hospitals, prisons or schools. Therefore, TRACTION will foster the inclusiveness of opera overcoming economic, social and educational barriers through novel co-created opera representations and digital capsules.
O5: Maximise the social and market impact of the TRACTION results	The consortium will ensure that the project has a determining impact on the European and global opera houses and theatres, democratising the access to opera and reaching new audiences, as well as exploring the impact in other art representations, in the cultural and creative industries, or across other sectors. The project will also pursue a sustainable social impact, where the promoted transformation will last in time and be expandable to other ecosystems.

2.1.6 Key Performance Indicators

Besides the measurement of the objective fulfilment, other key performance indicators have been selected to measure other aspects of the project. The KPIs will be calculated on a six-monthly basis and discussed during each Steering Committee. 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. Other specific indicators will be defined, monitored and evaluated at a WP level during the course of the TRACTION project.

Table 5 Indicators about the progress of the work

Number	Indicator	Expected value at the end of the project
PW1	Work of the Deliverable in progress = (Number of Deliverables submitted / total number of Deliverables) * 100	100%
PW2	Work of the milestone in progress = (Number of milestones achieved / total number of foreseen milestones) * 100	100%
PW3	Reports work in progress = (Number of reports completed / total number of foreseen reports) * 100	100%
PW4	Time work in progress = (Months from the start of the project / 36 months duration) * 100	100%
PW5	Budget consumption = (Costs incurred from the start of the project / Total budget) * 100	100%

Table 6 Indicators about procedures

Number	Indicator	Expected value at the end of the project
P1	Number of face to face consortium meetings performed	7
P2	Number of workshops organised	2
P3	Number of self-assessment audits performed	6
P4	Number of tools provided to facilitate project management	2
P5	Number of templates distributed	3

Table 7 Impact indicators

Number	Indicator	Expected value at the end of the project
I1	Persons from targeted communities participating in the co-creation process and opera representations	300
I2	Persons with improved skills and capabilities due to received vocational training	45
I3	Technical requirements extracted from the community dialogue	10
I4	Interactions through the toolset including UGRM (User Generated Rich Media) content pieces and comments or feedback	10,000



I5	On demand digital interactive immersive opera representations offered by the toolset	10
I6	Defined metrics to measure the efficiency of the community dialogue	5
I7	Facilitators (social & artistic) to conduct the community dialogue and the co-creation process	10
I8	Replication nodes from advisory board members and other communities	2
I9	Defined metrics to measure the resilient approach of the outcome opera representations	5
I10	Novel fully digital on-demand immersive formats created	2
I11	Novel fully-digital live immersive formats created	1
I12	Defined metrics to measure the social impact	5

Table 8 Dissemination indicators

Number	Indicator	Expected value at the end of the project
D1	Live digital interactive immersive opera representations offered by the toolset	2
D2	On site opera representations enhanced with the toolset	2
D3	Traditional opera formats enhanced technologically through the toolset	2
D4	Spectators across all the diverse opera representations (on-site and digital)	20,000
D5	Novel opera spectators (on-site and digital)	10,000
D6	Project website visits and subscribers	visitors > 100/month subscribers > 1,000
D7	Blog and social media posts	news and partners' blogs > 3/month conversations > 3/month
D8	Scientific publications	journal papers submitted > 6 international conference papers > 8 citations > 8
D9	Other publications	articles > 16 audience > 100,000
D10	Conferences, workshops and events	presentations > 15 audience > 1,000
D11	Trade shows, demonstrations, prototypes	interacting visitors > 10,000
D12	Reach-through communications	audience > 10,000



2.1.7 Strategic and decision-making bodies

These bodies are also described in D1.1 in detail. They have a general role in quality assurance, as explained in Table 9 below.

Table 9 Decision-making bodies

Body	Role in project	Role regarding quality management
Steering Committee	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.
Advisory Board	The AB consists of representatives and organisations aligned with the different fields of expertise related to TRACTION, especially end users.	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.

2.2 Quality assurance procedures

High standards are to be met by the activities and outputs of the project, and those will be achieved by several tools and methodologies.

Deliverables are official documents that are formally submitted to the EC. The rules to follow for the submission of the deliverables was specified in section 4.1.1 of D1.1. The Quality Review Form will provide answers to the general questions outlined next:

- Content of the document (coverage of the main topics, correctness of the index).
- Explanation of the topics (understanding of the document, correctness of the technical content).
- General comments (any relevant aspects to be highlighted).

As described in the DoA, 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. The Project Manager, Dr. Mikel Zorrilla, is the ultimate reference for the overall responsibility for the organisation, planning and control monitoring of the quality of the technical achievements.



3 Quality control activities

3.1 Deliverable life cycle progress

The objectives of the deliverable review process are to ensure:

- Compliance with the requirements and expected output as stated in Annex I of the Grant Agreement.
- Scientific excellence of the developed results and their clear reference to the current state of the art.
- Timely submission of the final deliverable version to the European Commission.
- An adequate level of written English and comprehensibility of the text.

The life cycle of a deliverable is given by the start of the corresponding task and the deadline, which is defined in the DoA. The defined roles in the quality management work are:

- Each WP leader is responsible for ensuring the quality of the work carried out in their WPs, in liaison with task leaders.
- Internal reviewers: Appointed researchers within the consortium responsible for reviewing a specific task or deliverable. They have the formal right of accepting or rejecting a deliverable, suggesting corrections and modifications. The Project Manager will keep an updated table with two assigned reviewers per deliverable, preferably two researchers that have not being involved in the preparation of the deliverable itself but can contribute with external knowledge.
- Project Manager: Responsible for the overall quality assurance process.

Table 10 Deliverables assigned responsible and reviewers

Deliverable	Responsible	Reviewers	Deadline
Dx.x	Name (Organisation)	Name (Organisation) Name (Organisation)	dd/mm/yyyy

As for the process of preparing a deliverable, it can be divided into different phases:

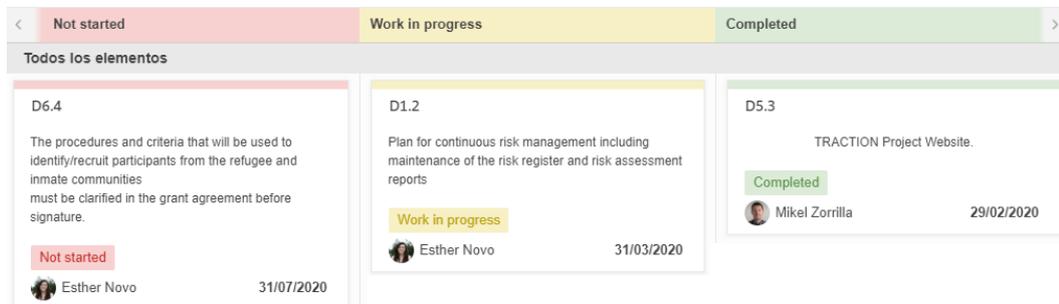
1. **START:** Once activities have been initiated by the WP or tasks leader, the partner responsible of the deliverable generates the Table of Content and sends it to the corresponding contributors to initiate the preparation of the document.
2. **DRAFT:** Outcome of the research and innovation activities carried out are transferred as contents to the document according to the previously presented ToC by all participants in the task. The person responsible for the deliverable guides and coordinates this work and prepares a consolidated version of the deliverable.
3. **REVIEW:** 14 days before the deadline, the deliverable is sent to the assigned reviewers. The reviewers and involved contributors verify the quality of the deliverable, and make suggestions through the Quality Review Form (in Annex II), a week before the deadline.



4. FINALISE: The person responsible for the deliverable created the final version of the deliverable taking comments from the reviewers, suggestions are integrated as appropriate.
5. SUBMIT: The Project Manager carries out a final quality check on the deliverable, and then the Coordinator uploads the deliverable to the European Commission's Portal as identified in Annex 1 of the grant agreement, in accordance with the timing and conditions set out in it. The Final Deliverable is also archived in Podio.

In Podio, each deliverable has been included, together with the deadline, description, status of the work, and the partner responsible. Once the process is started, the task is moved from the "not started" area to the "work in progress" one. After submission, it will be moved to the column "completed".

Figure 1 Podio deliverable progress





4 Conclusion

This document presents the internal guidelines that will be followed for the appropriate quality management of the TRACTION project, and it complements the information included as part of D1.1 Handbook on Project Management, including links to the project structure (Work Packages, timing, management structure and internal procedures). This deliverable presents the quality assurance plan, with a description of the deliverable preparation rules and the objectives and progress measurement through Key Performance Indicators.

Some of the sections in this document will be updated throughout the lifetime of the project, as previously indicated, in order to keep track and measure project progress, undertake corrective actions if needed to meet the TRACTION plan, identify and manage technical risks, assuring the highest level of quality.



Annex I

Risk	Description	Prob.	WP	Risk Mitigation Measures
R1	Partner problems (for example, Underperforming partner; a key partner leaves the project; disagreement between partners, single-member partners cannot manage the workload).	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).	Low	WP1, WP2, WP3, WP4, WP5, WP6	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 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).	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.	Low	WP1, WP2, WP3, WP4, WP5, WP6	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.	Low / Med	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.	Med	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.	Med	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.	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 cooperation with professional groups.	Med	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 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.



R9	Difficulties for the engagement of hard-to-reach persons from disadvantaged groups and cooperation with professional groups.	Med	WP3, WP4	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.	Med	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.	Med	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 an active role to mitigate the risk through dedicated workshops.
UR1	Delays in the project due to the COVID-19 outbreak	High	WP1 ALL	The Project Management team will perform an analysis on the effect of the pandemic and the confinement measures in the work scheduled and continuously monitor the evolution and implications on TRACTION. Recommendations from the EC will be followed and any identified risks will be promptly communicated to the Project Officer.



Annex II

Document Title:		
Description:		
Document Reference:	Reviewer name:	Deliverable leader:
Review:	Review Sheet issue date:	Peer Review Date:
Dated:		
Files enclosed:		

Id	Page	Chapter	Severity	Reviewer remark and proposed change	Decision	Deliverable leader comments
1			High/Low		Deferred/ Yes/No	
2			High/Low		Deferred/ Yes/No	
3			High/Low		Deferred/ Yes/No	
4			High/Low		Deferred/ Yes/No	
5			High/Low		Deferred/ Yes/No	
6			High/Low		Deferred/ Yes/No	
7			High/Low		Deferred/ Yes/No	

Decision: YES (remark taken in account) / NO (remark not taken in account) / Deferred (Remark not taken in account, additional action/investigation required)