



SEVENTH FRAMEWORK PROGRAMME
ICT-1-1.5
Networked Media

Specific Targeted Research Project

My-e-Director 2012

(FP7-215248)

**My-e-Director 2012 - Real-Time Context-Aware and
Personalized Media Streaming Environments for
Large Scale Broadcasting Applications**

D1.1 Risk Identification and Management & Quality plan

Due date of deliverable: [31-07-2008]

Actual submission date: [24-09-2008]

Start date of project: 04-02-2008

Duration: 36 months

Summary of the document

Code:	D1.1_Risk_and_Quality_v01
Last modification:	21/08/2008
State:	Final
Participant Partner(s):	ATOS, ICCS, AIT, BBC, INOV, QMUL, FBK
Author(s):	David Salama, Irene Schmidt, Nikolaos Papaoulakis, Charalampos Patrikakis (all partners)
Fragment:	NO
Audience:	<input type="checkbox"/> public <input checked="" type="checkbox"/> restricted <input type="checkbox"/> internal
Abstract:	<i>This document outlines the activities and procedures to be carried out in the project to ensure the relevant quality standards. The risk management methodology is described as well as providing the initial risks identified for the project as a whole and for each work package.</i>
Keywords:	<ul style="list-style-type: none"> • Quality assurance • Quality Plan • Risk analysis • Contingency plans
References:	TD-080305-V1.0 Document template ATOS-ALL.doc 080617-V1.0_Software_repository_ATOS-ALL.doc

Document Control Page

Version number	V01 - Final
Date	21/08/2008
Modified by	David Salama
Comments	Review comments and update the document
Status	<input type="checkbox"/> draft <input type="checkbox"/> WP leader accepted <input type="checkbox"/> Technical coordinator accepted <input checked="" type="checkbox"/> Project coordinator accepted
Action requested	<input type="checkbox"/> to be revised by partners involved in the preparation of the deliverable <input type="checkbox"/> for approval of the WP leader <input type="checkbox"/> for approval of the technical coordinator <input type="checkbox"/> for approval of the project coordinator Deadline for action:

Change history

Version number	Date	Changed by	Changes made
0.1	17/06/2008	Irene Schmidt	Creation of the document
0.2	02/07/2008	Irene Schmidt	Development of first draft of the quality plan
0.3	25/07/2008	Irene Schmidt	Update Quality plan
0.4	11/08/2008	David Salama	Correction in the template and addition of Risk management section
0.5	12/08/2008	David Salama	Improve all sections
0.6	16/08/2008	Nikolaos Pappaoulakis and Charalampos Patrikakis	Improve all sections
0.7	20/08/2008	David Salama and Elena Garrido	Review comments and update the document taken into account comments. Re-structure of the ToC. Inclusion of Subsections for Papers and Software procedures. Remove section "ANNEXE I". Fill the Executive Summary. Add white paper section. Update the Deliverable section. Change the header of the document. Re-write the introduction section. Addition of the Software and
0.8	26/08/2008	Aristodemos Pnevmatikakis	Append WP4 related entries in risk table
0.9	04/09/2008	Elena Garrido	Append WP7 related entries in risk table
1	24/09/08	David Salama	Final review of the document, generate submission version.

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1 Executive Summary

1.1 Scope

This document covers the quality and risk plans of My-e-Director 2012 project, partially funded by the European Commission under the 7th Frame Program. The document details the project management structure, the communication channels, the key procedures to ensure the quality of the project and the risk plan which include a table of identified risks and contingency plans.

This document is considered a live working document, which can be updated if the consortium considered that any of the communication channel, tool or procedure should be changed. In addition, the identified risk list can be updated during the evolution of the project as new original unforeseen risk may rise while other original identify risk could be either reduce (or even disappear) or increase due to new circumstances.

1.2 Audience

The target audience of this deliverable is the My-e-Director 2012 consortium, however it is also used as communication tool to communicate the officials and external reviewers of the European Commission the quality and risk plans and procedures of the project.

1.3 Summary

This deliverable includes a set of guidelines and procedures to ensure the quality of the project's outputs of the project and support the project manager and the consortium in the assessment of the quality of the project results. It also helps to identify risks and relevant issues during the project life.

1.4 Structure

The document follows the general structure of request to all project's deliverable structure with the exception of the managerial reports. The main document is divided into three sections. The *Project management and quality control mechanism* section define the project management structure agreed in the Consortium Agreement and mechanism implemented in the project to ensure the Quality of the project.

The "*Cooperation procedures and tools*" section provide description of the tools used for collaboration in the project, and the procedures defined to ensure the quality of the project's output. The third main section of this document is dedicated to the risk management analysis and procedures of the project.

2 Introduction

The objective of this task is to ensure the quality of the project results. The document describes the general practises and management procedures that are been followed in the project to ensure that project objectives are met. These include such things as the management structure and control, decision making and communication procedures as well as providing useful project information. There is also a section dedicated to the risk management analysis and procedures of the project.

This deliverable includes a set of guidelines and procedures to ensure the quality of the project's outputs of the project and support the project manager and the consortium in the assessment of the quality of the project results. It also helps to identify risks and relevant issues during the project life.

On the one hand, it will be the responsibility of the Project Coordinator Technical Manager and Quality Manager, to keep these mechanism in mind during the full project and to take necessary actions in case of an unsuitable status, and on the other, it will be the responsibility of the Work-package leader to report any deviation on the work plan.

An important element of the management of any project is the analysis and management of risks. The identification of risks, and their associated contingency plans, before they occur can usually help to speed up any reaction if the risk does actually occur and can help mitigate the negative consequences of this occurrence. In the My-e-Director 2012 project many of the risks are of a different nature than in the majority of projects and many risks typically associated with IT projects are not present here due to the fundamentally non-technical nature of My-e-Director 2012.

Risks are evaluated in terms of project goals and objectives. The risk management process will be performed according to the following four steps:

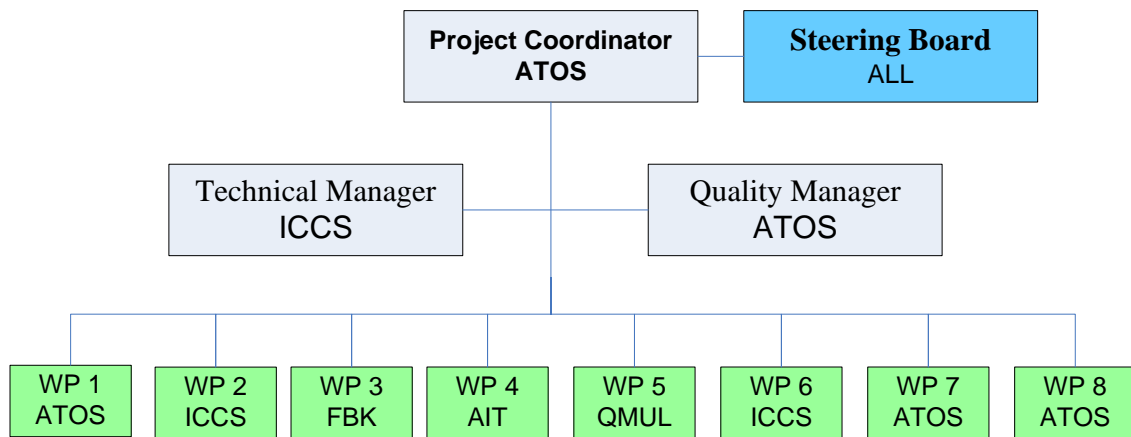
1. Identification of risk items using a structured and consistent approach to ensure that all areas are addressed.
2. Quantitative assessment of the risk and ranking of items to establish those of most concern.
3. Definition of alternative paths to reduce or minimize risk and criteria to initiate or terminate these activities.
4. Monitoring and management of risks throughout the project life with milestone review and re-assessment.

3 Project management and quality control mechanism

This section describes the project management elements and procedures to ensure a successful completion of the project objectives, by establishing the project management structure. It also provides a set of guide lines to exchange information in a certain format or file codes. Partners' contact information is provided as well.

3.1 Organizations and responsibilities

The Management structure proposed for My-e-Director 2012 aims at facilitating the co-operation between partners while maintaining a strict control of gradual achievements of the project objectives. It distinguishes between decision-making structures and organisation of daily operations. This aspect, as well as the mentioned bodies, and specially their composition, are described below in further detail.



The Management structure of My-e-Director 2012 Project

On top of the responsibilities as first level structure, two main boards are defined:

Steering Board, chaired by the Project Coordinator and consisting on the Partner's team leaders. The Steering Board will be responsible for:

- ☞ Monitoring of project progresses, achievements and costs.
- ☞ Detailed project monitoring procedures will be agreed at the first meeting of the Steering Board.
- ☞ Supervision of the integration activities
- ☞ Preparation of contract changes (budget, resources, plans, etc.).
- ☞ Solution of problems that have a potential impact on project strategies, resources and achievement of planned objectives, definition of the necessary contingency plans.
- ☞ Coordination of common exploitation and dissemination actions.
- ☞ Review the declaration of know-how and/or knowledge
- ☞ Conflict resolution on issues that have an impact on strategies, medium-long term objectives, resources and the project roll-out strategies.

Within the Steering Board, conflict resolution will be handled and solved by consensus. Should the consensus be not achievable, a majority vote, defined as 2/3 of the votes, will be used: each member will

hold one vote and the project Coordinator, in case of need, will count for an additional, decisive vote.

The structure is designed so several roles can be played by a single person, in order to reduce the coordination overheads of My-e-Director 2012. The following table shows the roles and the partner responsible:

Role	Partner
Project Coordinator	ATOS
Technical Manager	ICCS
Quality Manager	ATOS
Partner Representative	All partners
Work Package 1 leader	ATOS
Work Package 2 leader	ICCS
Work Package 3 leader	FBK
Work Package 4 leader	AIT
Work Package 5 leader	QMUL
Work Package 6 leader	ICCS
Work Package 7 leader	ATOS
Work Package 8 leader	ATOS

Project Coordinator: This person is in charge of the day-to-day management of the entire project, including:

- ☞ Administration and co-ordination of the project resources.
- ☞ Communication within the consortium (including deliverables, reviews, etc.).
- ☞ Interface with the European Commission.
- ☞ Monitoring and control of the Work Plan.
- ☞ Arrangement of meetings and minutes-related activities.
- ☞ Issuing of periodical reports.
- ☞ Billing of efforts and budget.
- ☞ Leading the financial management activities.

Acting as interface between the consortium and the financial department of the coordinating partner in order to ensure that all payments are timely made, that the accurate amounts were received by partners, and take any measures necessary to correct any possible contingency (except, if any, problems between the affected partner and its own bank).

Technical Manager: The Technical Manager shall assist the Project Coordinator and WP Leaders, and report to the former. This person is responsible for the technical development of the project. This includes the management of dependencies between various tasks, coordination of technical work, review and approval of technical reports and deliverables, and resolution of problems of a technical rather than an administrative nature. The Technical Manager duties will include:

Monitoring the general scientific and technological community in those research areas tackled by My-e-Director 2012 to determine the state-of-the-art and industry evolution

- ☞ Keeping abreast of industry technological trends

- ☞ Monitoring of the progress of scientific research and technological developments carried out in My-e-director 2012.
- ☞ Work plan deviation identification and troubleshooting of technical and organisational contingencies;
- ☞ Coordination of scientific meetings and the preparation of consequent reports;
- ☞ Liaison between My-e-Director 2012 and related projects, networks of excellence, standardisation bodies and in general with adjacent research communities
- ☞ Support the decision making mechanism, proposing changes regarding scientific and technological implementation or adjusting the work plan ensuring the overall success of the project.

Quality Manager: This person is responsible for the quality procedures of My-e-Director 2012. The Quality Manager reports to the Project Coordinator and the Steering Board, and is in charge of installing and monitoring in-house quality procedures according to suitable standards. The Quality Manager is also responsible for setting the success indicators in all scopes, and measuring the evolution of the project according to the quality indicators and metrics. The Quality Manager will also report to the Steering Board about any significant deviation to be corrected, since the Quality Manager will elaborate the Risk Identification and Management Plan, including Contingency Plans, for My-e-Director 2012 in collaboration with the Steering Board (and other project members that the Board may consider appropriate). The Quality Manager interfaces to other partner's quality functions.

Partner Representative. Each partner will appoint a representative to be in charge of centralising interactions with other partners in the project. This person would be responsible for the work carried out within their organisation. This person could also be the same appointed work package leader.

Work Package leader. Each work package is lead by one partner. The Partner Representative designates one person belonging to the organisation that will act as a WP leader. Activities for WP leader consist of:

- ☞ Co-ordination of tasks and activities towards the WP objectives.
- ☞ Ensuring a smooth running and co-ordination with other work packages
- ☞ Monitoring of the tasks progress with respect to task goals, milestones, and adequacy of results.
- ☞ Reporting to the Steering Board of any possible deviations identified due to scheduling, unsuitability or risks affecting the quality of project results and/or objectives.
- ☞ Designation and co-ordination of task leaders.

3.2 Contacts

3.2.1 Key Consortium Staff

	Contact	Email	Phone	Web
1	ATOS David Salama Irene Schmidt Paul Moore Elena Garrido	david.salama@atosresearch.eu	+34912148800	http://www.atosorigin.es/AtosResearch/marcos_inicio_1.htm
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3.2.2 Key European Commission contacts

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PO's assistance	Vanina Vrancks	Vanina.VRANCKX@ec.europa.eu

3.3 Schedule and timetables

The work of the project is described in the DoW, however there are always minor changes in the time schedule correcting the original plans and schedules. However, the consortium plans to maintain the main milestones and deliverable schedule especially in those cases, where the deliverable affects the work of other tasks of the same WP or from another task.

The following tables show the list of deliverables due during the first year, second and third year.

Deliverables (first year) My-e-Director 2012	0	1	2	3	4	5	6	7	8	9	10	11	12	13
	2008													
Nombre	January	February	March	April	May	June	July	August	September	October	November	December	January	February
D1.2 Interim activity report				X			X			X				
D1.1 Risk Identification and Management & Quality Plan (ATOS, ICCS)							X							
D2.1 End-User Requirements (ICCS)									X					
D2.2 Specification of Scenarios and Trials (ICCS)									X					
D2.3 Network Platform Requirements (ICCS)													X	
D3.1 Contextual-Database Creation Tool (FBK)													X	
D3.2 Environment Analysis Module (FBK)													X	
D5.1 User Terminal and User Task Interface Definition Report (QMUL)									X					
D6.1 My-e-Director 2012 Heterogeneous internetworking and mobility architecture (ICCS)													X	
D7.1 Planning of Trials and Integration (ATOS)												X		
D8.1 Public Web Site and Project Presentation (ATOS)												X		
D8.2 Market Analysis (ATOS)									X					

Deliverables My-e-Director 2012

		12	13	14	15	16	17	18	19	20	21	22	23
		2009											
		January	February	March	April	May	June	July	August	September	October	November	December
D1.2	Interim activity report	x			X			X			X		
D1.3	Periodic activity report	x						X					
D1.4	Periodic management report	x											
D1.5	The periodic report on the distribution of the Community's contribution	x											
D1.6	Public final activity report												
D1.7	Final PUDiK												
D1.8	Final management report												
D1.9	Final report on the distribution of the Community's contribution												
D2.1	End-User Requirements	x											
D2.4	System Architecture and Specifications					x							
D2.5	Trials Architecture and Configuration												
D2.6	Business Model(s) Specification							x					
D2.7	BM(s) specification update												
D3.1	Contextual-Database Creation Tool	x											
D3.2	Environment Analysis Module	x											
D3.3	Multiple-Person Tracking in an Unconstrained Environment												

Deliverables My-e-Director 2012

		12	13	14	15	16	17	18	19	20	21	22	23
		2009											
		January	February	March	April	May	June	July	August	September	October	November	December
D3.4	Face Detection, Identification and Tracking Module												
D3.5	Person Identification												
D3.6	3D person localiser												
D3.7	Final Report on the Integrated Vision Technologies												
D4.1	User and Network Context Acquisition and Tailored Streaming Creation												
D4.2	Live Information Analysis												
D4.3	My-e-Director 2012 Knowledge Base												
D4.4	Configurable Camera Selection Metrics and Algorithms												
D5.1	User Terminal (Fixed, Mobile) and User Task Interface Definition Report							x					
D5.3	Final report of the Application of the Personalisation Model												
D6.1	My-e-Director 2012 Heterogeneous inter-networking and mobility architecture	x											
D6.2	Personalized media stream over Radio Access Technologies				x								

Deliverables My-e-Director 2012

		12	13	14	15	16	17	18	19	20	21	22	23
		2009											
		January	February	March	April	May	June	July	August	September	October	November	December
D6.3	IBC Video QoS management middleware module										x		
D6.4	Specification of SIP extensions for interactive broadcast.											x	
D6.5	Design & Implementation Report: IBC service platform with SIP extensions for interactive broadcast											x	
D6.6	IBC Resource management module												
D7.1	Planning of Trials and Integration				x								
D7.2	Report on Integration and Lab Trials												
D7.3	Report on Field Trials												
D7.4	Technology Evaluation Report												
D7.5	System and Service Evaluation Report												
D7.6	Requirements and Planning for an Olympic Showcase												
D8.1	Public Web Site and Project Presentation												
D8.4	Post-Project Dissemination Activities Plan												
D8.5	Exploitation Agreement												

Deliverables My-e-Director 2012

		24	25	26	27	28	29	30	31	32	33	34	35	36	37
		2010													
		January	February	March	April	May	June	July	August	September	October	November	December	January	February
D1.2	Interim activity report	x			X			X			X				
D1.3	Periodic activity report	x													
D1.4	Periodic management report	x													
D1.5	The periodic report on the distribution of the Community's contribution	x													
D1.6	Public final activity report													X	
D1.7	Final PUDiK													X	
D1.8	Final management report													X	
D1.9	Final report on the distribution of the Community's contribution													X	
D2.1	End-User Requirements													X	
D2.4	System Architecture and Specifications														
D2.5	Trials Architecture and Configuration														
D2.6	Business Model(s) Specification														
D2.7	BM(s) specification update							x							
D3.1	Contextual-Database Creation Tool														
D3.2	Environment Analysis Module														

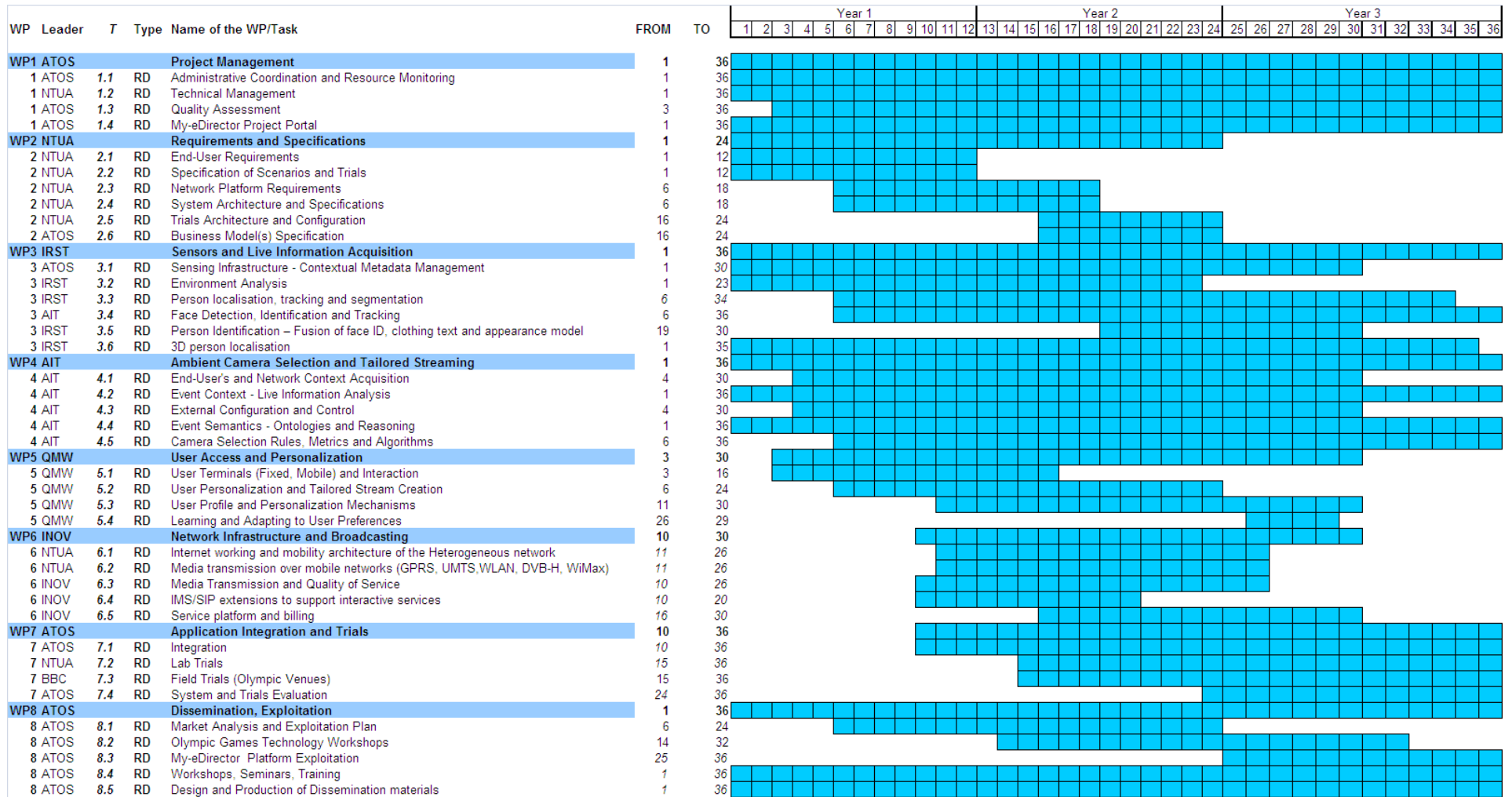
Deliverables My-e-Director 2012

		24	25	26	27	28	29	30	31	32	33	34	35	36	37
		2010													
		January	February	March	April	May	June	July	August	September	October	November	December	January	February
D3.3	Multiple-Person Tracking in an Unconstrained Environment	x													
D3.4	Face Detection, Identification and Tracking Module	x													
D3.5	Person Identification						x								
D3.6	3D person localiser									x					
D3.7	Final Report on the Integrated Vision Technologies													x	
D4.1	User and Network Context Acquisition and Tailored Streaming Creation							x							
D4.2	Live Information Analysis														
D4.3	My-e-Director 2012 Knowledge Base	x													
D4.4	Configurable Camera Selection Metrics and Algorithms													x	
D5.1	User Terminal (Fixed, Mobile) and User Task Interface Definition Report														
D5.3	Final report of the Application of the Personalisation Model													x	
D6.1	My-e-Director 2012 Heterogeneous inter-networking and mobility architecture														

Deliverables My-e-Director 2012

		24	25	26	27	28	29	30	31	32	33	34	35	36	37
		2010													
		January	February	March	April	May	June	July	August	September	October	November	December	January	February
D6.2	Personalized media stream over Radio Access Technologies														
D6.3	IBC Video QoS management middleware module														
D6.4	Specification of SIP extensions for interactive broadcast.														
D6.5	Design & Implementation Report: IBC service platform with SIP extensions for interactive broadcast														
D6.6	IBC Resource management module							x							
D7.1	Planning of Trials and Integration														
D7.2	Report on Integration and Lab Trials				x										
D7.3	Report on Field Trials													x	
D7.4	Technology Evaluation Report							x							
D7.5	System and Service Evaluation Report													x	
D7.6	Requirements and Planning for an Olympic Showcase													x	
D8.1	Public Web Site and Project Presentation	x													
D8.4	Post-Project Dissemination Activities Plan							x							
D8.5	Exploitation Agreement							x							

The following figure shows My-e-Director 2012 overall GANTT for the whole duration of the project.



3.4 Management Control model

The following figure shows the scheme of the management control model used in project.



This process includes several activities for the implementation of the review, assessment and feedback mechanism:

- ✓ Definition of the quality standards, elements to measure, etc.
- ✓ Establishing the quality system.
- ✓ Supporting the project team to apply defined procedures by the implementation of project templates.
- ✓ Monitoring of the application of Quality Plan verification of documents, reviews and audits.

3.4.1 Mechanism for Corrective Actions and Reporting Progress

The mechanism for corrective action is based on the reporting chain from the task responsible to the WP Leader, then to the Technical and/or Quality Manager to the Coordinator and finally Steering Board should be able to solve any issue which have not been possible to solve in lower levels of the structure. All corrective actions are arising from reports and reviews to any of these management roles are completed by the group receiving the report/review or delegated down to an appropriate level for completion. Each corrective action is given a target date when completion will be confirmed to the quality responsible.

Routine day-to-day corrective action within work packages are the responsibility of the work package leader. The day-to-day management, decision-making, and conflict resolution is the responsibility of the Technical Coordinator. Technical conflicts are initially addressed to individual work package leaders. When conflicts cannot be satisfactorily solved at this level, they are reported to the Technical Coor-

dinator who, based on the importance and its ability to give an immediate response, might bring it to the Quality manager, the project Coordinator or even to Steering Board levels.

At the milestones reviews that are performed by the Steering Board, the progress of the project is critically reviewed and compared to the planning and criteria described in DoW. Depending on the progress and the results achieved, a change in the work plan may be proposed. For the Annual Assessment and Final Assessment, specific review meetings are organised with representatives of the European Commission.

4 Cooperation procedures and tools

The management structure discussed in the previous section ensures communication from a work package level to a higher, more strategic, point of view so that these dependencies can successfully be met and take place in an efficient communication manner.

The Project Coordinator ensure that the consortium and key role players have the necessary tools and procedures to effectively communicate avoiding potential risks of lack of communication and/or over management.

Normal communication will be achieved using Atos Origin's Project's repository, e-mail, fax, phone, instant messaging tools, IP telephone and face to face meetings.

4.1 Communication tools

In order to ensure fluent communication between the partners without incurring in a high travelling expense due to excessive number of meetings, the consortium agreed to schedule meetings, which would allow the participants communicating face to face only when necessary; providing an alternative and maintaining the communication during the whole project lifetime.

The following table provides a list of the communication and cooperation tools that My-e-Director 2012 project will utilised during its lifetime.

Tools	Usage
Project Repository¹	The Project Repository (Alfresco platform) allows the consortium to have a centralised knowledge repository avoiding the need of redundant communication. It will also allow partners to co-operate in administrative and technical work which is not time critical. The Alfresco platform is hosted by Atos Origin.
Email	The consortium use email for the regular request or provision of information, which is not time critical. For this propose, the coordination has created a distribution list ensuring that if needed all project participants are reached. Additional distribution list will be created as needed. Direct emails are also used for bilateral communications. The email address of the project email distribution is: all-my-e-director@lists.atosresearch.eu , There is a web interface of the email distribution list http://lists.atosresearch.eu/mailman/private/all-my-e-director/ where the partners can review the emails exchanged through the list.
Fax	In specific occasions, the consortium might use fax to exchange urgent documents.
Mail	The consortium will use mail, or package by currier, to exchange important documents, usually signed. These documents would mainly be of a legal or financial matter.
Telephone	Direct telephone calls are used in case of time critical matters.
Instant messaging	The consortium will use an already available instant messaging solution, such as Skype that will help short technical discussions and close collaboration; especially during the integration of components.
IP Telephone	IP telephone calls and teleconferences will be carried out.

¹ The knowledge repository is host at Atos Origin in the same server than the public website and sharing the same domain, but on a hide URL: <http://www.myedirector2012.eu/mgt/> .

Tools	Usage
Teleconference	As an alternative to face to face meetings, the consortium will make use of a teleconference platform that will allow regular web interface integrated teleconference facilities with the possibility also share presentations and other files.
Meetings	<p>Face to Face meetings will be held to tackle discussions on important issues that require the participation and opinion of all partners. This is also an opportunity for partners to meet each and solving small questions, doubts and requests not concerning the whole project. Different kinds of meetings exist:</p> <ul style="list-style-type: none"> ○ Kick-off meeting: The Kick-off meeting will be held in the beginning of the project activities. ○ Regular Meetings: Every 6 months Steering Boards meet. These meetings will be held during the same set of days, to minimise travel expenses, but in clearly separated sessions, to avoid that purely technical issues will be mixed up with managerial ones. The meeting locations will rotate through the Partners' sites. ○ Extraordinary Meetings: Working groups meetings are organised when necessary or upon request made by any of the parties involved. Extraordinary meetings of Steering Board will be held upon request of one Board member and approval of the majority of Board members or upon the Project Manager's request.² ○ Reviews: reviews will be held upon EC request. ○ Review rehearsal: Immediately before each review, a General Meeting is held for preparation of topics to be presented in the review.
Source Code Control	The Project Coordinator together with the Technical Manager have decided to deploy the Subversion solution to manage the platform source code. Subversion (SVN) is a version control system. It is used to maintain current and historical versions of files such as source code, web pages, and documentation. Its goal is to be a mostly-compatible successor to the widely used Concurrent Versions System (CVS). The Subversion is hosted by Atos Origin.
Other	During the project, the consortium will evaluate if additional tools will be required such as a software repository.

4.1.1 Project Repository

My-e-Director 2012 project Knowledge Repository has been deployed using the open source platform Alfresco (<http://www.alfresco.com/>). The consortium has established a formal basic structure that allows all participants of the project to collaborate and share information.

Admin

In this workspace the consortium has both the contractual documentation and the financial information, which includes the 6 monthly budget and transfer information. Only those appointed by each partner have access to this folder. There is a folder with the budget information of each partner to which only the coordinator and those appointed by each partner has access.

Deliverables

In this workspace the consortium stores all deliverables in the different stages of the Deliverable live cycle. There is a subspace for the

² There is a procedure / manual available at the Project Repository explaining the process on how to proceed in order to use the SVN, the document is under the "Other" workspace in the document "080617-V1.0_Software_repository_ATOS-ALL.doc"

three basic stages; Draft, Pending Approval and Submitted. Since the first subspace is a high demanding working space, the consortium has decided to divide it in the different subspaces one for each WPs.

Dissemination

This workspace provides quick access to the dissemination material and to the dissemination events.

Meetings

This workspace allows the partners to share information regarding each project meeting and to the related documentation such as agenda, presentation, minutes etc... The workspace is organized by having one subspace for each meeting using the date as part of the subspace name.

Other

In this workspace, the consortium share tools or anything beside the formal and structure documentation define in other workspaces.

Papers

This workspace as the Deliverable workspace include a structure related to the workflow of the paper, having a subspace for Drafts, Pending Approval and Submitted or Published.

Quality Assurance

In this workspace, the Quality Manager shares and recollect information with the partners related to quality.

Technical

This Workspace has room for technical discussions, the repository of Software Documentation, information regarding UI.

Work Packages

This workspace has been created to allow the WP teams to have a room to share information. This workspace is divided in subspaces one for each WP.

4.2 Meetings

Each Party will appoint a Partner Representative which will become a member of the Steering Board. Each Representative can designate a deputy. Each Steering Board Member shall be deemed to be duly authorised to deliberate, negotiate and decide on all matters listed in Article 6.2.3. of the Consortium Agreement.

- ❖ The Coordinator shall chair all meetings of the Steering Board.
- ❖ The Parties agree to abide by all decisions of the Steering Board.

Preparation and organisation of meetings: The Coordinator, as the chairperson, shall convene meetings of the Steering Board:

Ordinary meeting	Extraordinary meeting
At least twice a year	At any time upon written request of 1/3 of the Body members

Notice of a meeting: The chairperson of the Steering Board shall give notice in writing of a meeting to each member of the Steering Board as soon as possible and within the minimum number of days preceding the meeting.

Ordinary meeting	Extraordinary meeting
45 calendar days	15 calendar days

Sending the agenda: The chairperson of the Steering Board shall prepare and send each member of that Steering Board a written (original) agenda within 7 calendar days preceding the meeting.

Adding agenda items: Any agenda item requiring a decision by the members of a Consortium Body must be identified as such on the agenda. Any member of a Consortium Body may add an item to the original agenda by written notification to all of the other members of that Consortium Body within the 2 calendar days preceding the meeting.

During a meeting the members of a Steering Board present or represented can unanimously agree to add a new item to the original agenda.

Any decision may also be taken without a meeting by circulating to all members of the Steering Board a written document, which is then signed by the defined majority (see Article 6.2.3. of the Consortium Agreement) of all members of the Consortium Body. Meetings of each Steering Board can also be held by teleconference or other telecommunication means. Decisions may only be executed once the relevant part of the Minutes is accepted.

4.3 Papers

This section is referred to the technical papers which are written in order to be submitted to a scientific conference or to be published in a scientific medium, which are referred in the Annex I of the Grant Agreement (DoW) as Deliverables *WP.X White papers*.

4.3.1 Proposal and development

Any partner can propose to write a paper under the umbrella of the project a paper either to be published or submitted to a conference. The consortium will try to share the development of each paper by more than one partner in order to improve the quality of the paper and enhance the collaboration

among technical personnel of the project.

The paper ideas should be presented to the project’s Technical Manager and to the Project Coordinator, who should approve the generation of the paper and provide support if it is needed. Moreover, the Technical Manager and/or the Project Coordinator can suggest to another person from one of the partners of the consortium participates in the creation of the paper.

All papers should be documented in the managerial reports.

4.3.2 Format, style and structure

All paper to be written under the umbrella of the project should include both logos, the project and the FP7 ICT. The paper should use the same fonts and style defined in the project’s deliverables.

All papers should be referenced and a bibliography should be provided.

4.3.3 Procedure and storage

All papers produce in under the umbrella of My-e-Director 2012 should by stored in the project repository in the “Papers” Work Space. In this Work Space there are three subspaces:

Drafts

This sub-space is used to allow different partners to collaborate in the development of white papers.

Pending Approval

Those finish or almost finish papers which are pending to be reviewed or are actually been review, are temporally store in this sub-space until the document is approved when the document is moved to the next sub-space.

SubmittedOrPublished

In this sub-space, the consortium stored all finish white papers, which are submitted and/or published. This includes those white papers which have not been approved by a specific conference.

All white papers are been stored using the following name structure:

WPX.-[Name of the white paper]

Where:

X	A sequential number for the white paper
[Name of the white paper]	The title of the white paper

Version control:

The version control should be maintained in the properties of the MS word document and in the content of the document. The MS word file does not include the version of the document since Alfresco tool has versioning functionality.

4.4 Deliverables

4.4.1 Format, style and structure

All project’s deliverables are created using the project available deliverable template, all meta-information requested in the template should be filled and all basic sections should be use it. The

document has three main sections of meta-information: “Summary of the document”, “Document Control Page” and “Change history”.

Summary of the document	
Code:	X-yyymmdd-Name-vZ.Z-F-P1P2
Last modification:	dd/mm/yyyy
State:	Draft / Final
Participant Partner(s):	ATOS, ICCS, AIT, BBC, INOV, QMUL, FBK (remove approp.)
Author(s):	Name of the authors
Fragment:	Yes/No, if Yes then specify: Source: (Acronym), Target: (Acronym)
Audience:	<input type="checkbox"/> public <input type="checkbox"/> restricted <input type="checkbox"/> internal
Abstract:	<i>This document contains the first version of the template that will be used throughout the My-e-Director 2012 project. The abstract will not be in italics, this is obviously an exception. Inside you can find the instructions to fill out this cover sheet. It is the starting point, improved versions are foreseen including your suggestions</i>
Keywords:	<ul style="list-style-type: none"> • Use these kind of round bullets to enumerate keywords • Do not go over the first page. Cover sheet must be completely in this page. • Keyword 3 • Keyword 4
References:	Related Documents (inside and outside the project)

Each deliverable should contain the following sections:

- 1 **Executive Summary**
 - 1.1 **Scope**
 - 1.2 **Audience**
 - 1.3 **Summary**
 - 1.4 **Structure**
- 2 **Introduction**
- 3 Different sections of the deliverable
- 4 **Conclusions**
- 5 **BIBLIOGRAPHY AND REFERENCES**
- 6 **ANNEXES**

4.4.2 Procedure

The deliverables are officially approved by the Technical and Quality Managers. The Technical Manager is responsible of the quality of the technical reports, and should review the deliverables in the draft status in order to generate the necessary correcting actions. The Quality Manager is responsible of the formal presentation of the deliverables, including the format, the sections and the non technical informa-

tion.

The following figure shows the different roles involve in the process of quality assurance of a deliverable.



Deliverable leader

- Responsible of document
- Request and collect contributions
- Integrate contributions
- Principal editor
- Manage the quality feedback

WP Leader

- Assign the leadership of the report
- Align with the work carried out in the WP
- Technical supervisor

Technical Manager

- Review the report content
- Report to the Quality Manager and to the Project Coordinator
- Responsible of the technical quality
- Work is align with the project's objectives

Quality Manager

- Responsible of coordinate the quality review of each report
- Responsible that the report follow the structure and the format agree by the consortium

Steering Board

- The ultimate management body of the project
- Can solve any conflict between the parties involved in the report workflow

Each deliverable has a basic formal workflow, requiring three levels of approval;



This workflow is registered in the “*Document Control Page*” and in the “History table” which is included in the template of the deliverables. Moreover, all deliverables are stored in the project’s document repository, which is organised in three different workspaces; “Drafts”, and “Pending Approval”.

The Project Coordinator will request to the Quality Manager to review the activity reports, project publications and other deliverables before submitted to the EC or publish. The Quality Manager compiles and produces the final version of the reports. In order to produce this final version, the Quality Manager can request to a partner who has not been involved in the production of the deliverable or to someone in one of the organisations which have not been personally involve in a deliverable to review the document and report directly to the Quality Manager.

4.4.3 Storage

All deliverables should be stored at the project repository under the Deliverables workspace “Deliverables”

In this Work Space there are three subspaces:

Drafts

This subspace is used to allow different partners to collaborate in the development of deliverables. In order to facilitate the day to day operation this subspace has been also divided in WP, to allow each WP team work on their deliverables.

Pending Approval

Those finish or almost finish papers which are pending to be reviewed or are actually been review, are temporally store in this subspace until the document is approved when the document is moved to the next subspace.

Submitted

In this subspace, the consortium stored all finish deliverables, which have been submitted to the EC by official procedures by the Project Coordinator. This includes those deliverables which are re-submitted either because the EC has requested or because the consortium has updated it before a review.

All Deliverables are been stored using the following name structure:

Document code: **X-yymmdd- VZZ Name- -F-P1P2**

X = code in Annex I: "Description of Work" (DX.X)¹

yymmdd¹ = date of official delivery according to the Annex-I "Description of work"

Z.Z = number of version¹

F = Fragment (if applicable)

P1 = Short Name of Source Partner

P2 = Short Name of Destination Partner

4.5 Software

4.5.1 Software documentation

In order to facilitate the collaboration and integration of the platform it is requested that all software modules are formally documented and those documents are uploaded to the Project's Knowledge Repository under the "Technical" workspace in the "SoftwareModulesDocumentation" subspace.

There should be one document with the following structure for each component of the project's platform:

- 1 Brief description of the component
- 2 Specifications (API)
- 3 Interfaces with other components
- 4 Installation guidelines

Before the first section of the document, there should be a page with the following table filled, which allow the reader to establish the relation between the software stored at the SVN tool and the document.

Component Name	
Module Name	
Application Name	
Version	
Contact information of the person responsible of the software	

SVN Path	
----------	--

4.5.2 Storage

In order to facilitate the collaboration and integration of the components, the consortium has deploy a SVN platform, where both the source code of each component and the binaries should be stored, except if there are legal issues that prevent to share the source code and/or the software between the partners. In this case, the coordinator will check the workspace access rights to warranty that only those allow to access to the software has the corresponding access rights in the SVN platform.

The document "080617-V1.0_Software_repository_ATOS-ALL.doc", which is available at "Technical" Workspace of the Project Knowledge Repository, has the procedure to create a new user in the My-e-Director Software Repository and the necessary information to learn how to access to the repository.

The software components are stored in the project's Software Repository in three folders.

Source Code

In the root folder of the SVN: projects and releases. Inside each of those two folders a new one with the name of the module should be created. Subfolders should be created with the version number of the software.

The path to a specific source code should look like

```
SVN\ComponentName\moduleName\application1\1.0.0
```

If the module consists of just one application

```
SVN\ComponentName\moduleName\1.0.0
```

The version directory has to include all required files to build the project.

If the partner wants to continue working on the code but doesn't want other partners to use that version he should write a **-draft** after the version number:

For example, the last valid version for the partners is 2.4.5 and he is working on the 2.5.0 version. The 2.5.0 should be called 2.5.0-draft. An should be renamed once it is valid.

The folder should contain a subfolder named *instructions_to_build* with information of all the external components that are required to install the software: eclipse, .NET framework, maven, etc. It should also instructions of how to install and configured plugins in those frameworks if required. The instructions should be included in a text file called "*instructions_to_build.txt*". In case, the responsible of the software consider is useful, he/she can upload any library or tool which will help other

Release

The software releases, should be upload it in the "release" folder available in the root of the SVN platform. Each module is upload it following the next pattern:

```
SVN/releases\moduleName\application1_release_1.0.0.zip
```

Each component and/or application release is integrated into just one ZIP file. Each of this released should be documented as described in "*Software documentation*" section of this document.

Prototype

Another copy from the software releases should be uploaded to the

“prototype” folder. The integration team should create the prototype version number directory. Once it is created, each partner, should upload there the required release following the next pattern:

SVN\prototype\1.0.0\module\application1_release_1.0.0.zip

Please, make sure that you just upload the release that you want to be used in the prototype, the latest version. It should not be an historical repository from all the versions of the applications that have been involved.

Before any software is uploaded to the SVN, the responsible of the development of the software should ensure that the software does not generate error when it is compiled and can be used by another software developer to work with the code and/or the release.

5 Methodology for Risk Analysis

5.1 Risk Identification

- ❖ Brainstorming session by all partners
- ❖ Input from BrainBridges
- ❖ WP leaders

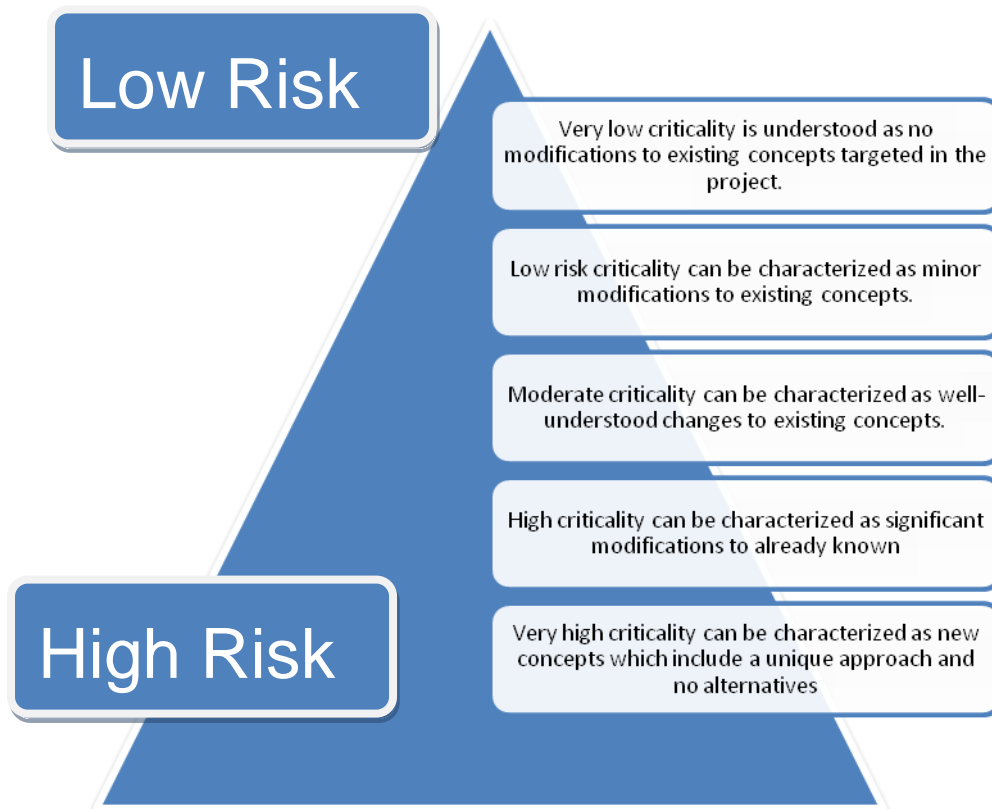
5.2 Risk Assessment

The Risk Assessment for My-e-Director 2012 is based on Failure mode and effects analysis (FMEA). Though this method was first developed for systems engineering, it has proven to be sufficiently powerful for risk analysis in all types of projects to examine potential failures in products or processes. It is used to evaluate risk management priorities for mitigating known threat-vulnerabilities.

FMEA helps select remedial actions that reduce cumulative impacts of life-cycle consequences (risks) from a systems or process failure (fault).

The basic process was originally to take a description of the parts of a system (a high-level architectural overview), and list the consequences for each part that fails. In projects such as My-e-Director 2012 this is adapted to evaluating the different tasks and processes in the project to generate the Risk Priority Number (RPN) via the following parameters:

Criticality:



Importance:

1. Not very important is defined as: the project could satisfactorily deliver even if this risk occurs
2. Important is defined as: the project could deliver even if the risk occurs, however would lose some value
3. Very Important is defined as: the project could deliver even if the risk occurs, however would lose significant value
4. Fundamental is defined as: the project could deliver even if the risk occurs, however would lose much of its value
5. Very Fundamental is defined as: the project could not deliver if this risk occurs

Probability:

1. Low: very unlikely, but not impossible.
2. Low-Medium: unlikely to occur;
3. Medium: Quite possible
4. High: more likely to happen than not
5. Very High: very likely to happen

Impact:

1. WP-Specific: risk relating to a specific WP
2. Project level: risk, which is generated at project level and implicates different WPs of the project (but not the relationship between WP's)
3. Cross-WP: risk raised within a specific WP that may affect the project success or require actions to be taken in another project WP

The RPN is generated with the following formula:

$RPN = Criticality \times Importance \times Probability \times Impact$

The detected risks are ranked according to their respective RPN (highest to lowest) and then grouped according to this number. In Group 3 are the risks that are considered to be the most serious and therefore require the closest monitoring ($RPN > 30$). In Group 2 are those that, while less serious than those in the first are deemed to be sufficiently important that constant monitoring is required ($15 < RPN \leq 30$). Finally there is Group 1 for risks that are of lowest priority ($RPN \leq 15$). For risks in Group 3 monitoring shall be done with a certain frequency as defined in the ongoing review and updating of risks as part of the Risk Management section.

5.3 Risk Avoidance or Mitigation

With the list of risks with RPN generated in the previous chapter, the steps and actions to be taken to avoid their occurrence are then defined taking into account the RPN number. The higher the RPN, the more rigorous and ongoing must be the actions to be taken.

5.4 Recommended Actions if Risk Occurs

Just as in the case of Risk Avoidance and Mitigation, for each identified risk, but paying special attention to risks with higher RPN, the recommended actions to be taken if the risk occurs are defined. Again, these actions are defined taking the RPN number into account, but in this case without including the Probability factor (RSN - Risk Severity Number). This is due to the fact that, if a risk has actually occurred it is irrelevant what the probability of it occurring was. Here Group 3 is $RSN > 20$, Group 2 is $10 < RSN \leq 20$ and Group 1 is $RSN \leq 10$.

$RSN = Criticality \times Importance \times Impact$

5.5 Risk Management

The basic activities of Risk Management are:

- Ongoing review and updating of risks
- Review in each project meeting
- General reporting and quality control mechanisms include Risk Management

The top risk items will be monitored and tracked and reported regularly. Counter-actions for the identified risk items will also be monitored and results will be reported regularly.

Based upon impact level, risk management will be carried out within the WP level, or at project management level. Project level risks impacting on the overall project will be managed at a project management level, whereas risks concerning specific WP issues will be managed at the WP level.

Each WP leader will perform an initial risk assessment at the beginning of his/her WP activities. On top of that risk mitigation techniques will be also identified and recorded. Each risk mitigation plan will reflect the activities to be implemented by a responsible assigned WP leader and monitored by the project coordinator.

5.6 Matrix of Risk

WP(s) Affected	FAULT, ERROR, RISK	EFFECT OF POTENTIAL RISK	CRITICALITY (1-5)	IMPORTANCE (1-5)	PROBABILITY (1-5)	IMPACT (1-3)	RPN (Risk Priority Number)	RSN (Risk Severity Number)	PARTNER RESPONSIBLE	RECOMMENDED ACTION TO AVOID OR MINIMISE RISK	RECOMMENDED ACTION IF OCCURS
All	Changed demands from EC to project	Some work invalidated, work repeated, resources wasted	5	3	2	2	60	30	Atos, All	Keep in regular contact with EC personnel and ensure good communication within the project so that these changes do not appear suddenly	If the demands are not clearly within the bounds of the Contract and DoW and the demands put an undue burden on the Consortium, the Consortium must try to not assume these changes. If that is not possible then the conditions of the Contract or DoW must try to be renegotiated.
	Lack of interest and/or commitment of stakeholders	Work doesn't reflect the needs of stakeholders	1	1	3	2	6	2	All	Ensure two-way communication with stakeholders via email, website and at events.	If there has been sufficient communication with stakeholders and they have had sufficient information then the goals and mission of the LTI to be set in motion in the project will need to be reevaluated. If there hasn't been sufficient communication then this risk is actually a case of "Lack of Communication with Stakeholders".

WP(s) Affected	FAULT, ERROR, RISK	EFFECT OF POTENTIAL RISK	CRITICALITY (1-5)	IMPORTANCE (1-5)	PROBABILITY (1-5)	IMPACT (1-3)	RPN (Risk Priority Number)	RSN (Risk Severity Number)	PARTNER RESPONSIBLE	RECOMMENDED ACTION TO AVOID OR MINIMISE RISK	RECOMMENDED ACTION IF OCCURS
All	Disagreement among partners about project objectives	Delays, lack of focus in work	2	3	2	3	27	27	Atos, All	Regular meetings, weekly conference calls, etc. to ensure adequate communication.	If the disagreements are due to inadequate communication then the communication must be increased. In an extreme case a project meeting could be arranged. If the disagreement is despite good communication, then any irreconcilable disagreement must be resolved by a vote among the Consortium. If the disagreement fundamentally concerns one specific WP, in the case of a tie in the vote, the WP leader will decide. If the disagreement concerns more than one WP (or the whole project), in the case of a tie, the Coordinator will decide taking into account the feedback from the Technical and Quality Managers.
All	Insufficient resources committed to project by partners	Work delayed, poor quality of work	3	3	1	4	36	36	Atos, All	Try to ensure that the persons assigned to the project are of an adequate profile and will be able to commit themselves sufficiently to the project.	Partners committing inadequate resources will be reminded by the WP leader or Project Coordinator of the possible consequences (including reduced financing or holding the next pre-financing payment (if it is possible)).

WP(s) Affected	FAULT, ERROR, RISK	EFFECT OF POTENTIAL RISK	CRITICALITY (1-5)	IMPORTANCE (1-5)	PROBABILITY (1-5)	IMPACT (1-3)	RPN (Risk Priority Number)	RSN (Risk Severity Number)	PARTNER RESPONSIBLE	RECOMMENDED ACTION TO AVOID OR MINIMISE RISK	RECOMMENDED ACTION IF OCCURS
All	Overspending due to too high participation in events	Less resources available towards the end of the project; therefore lower quality work	1	1	3	1	3	1	Atos, All	Be selective about the events to attend. Try to not send different partners to the same events. Normally only send 1 person from each partner to most events. Where the event is not of fundamental, then try to only send 1 or 2 partners.	In the later phases, attendance to non-fundamental events would need to be eliminated. If that is not possible (due to pressures from the EU) then a budgetary extension could be solicited.

WP(s) Affected	FAULT, ERROR, RISK	EFFECT OF POTENTIAL RISK	CRITICALITY (1-5)	IMPORTANCE (1-5)	PROBABILITY (1-5)	IMPACT (1-3)	RPN (Risk Priority Number)	RSN (Risk Severity Number)	PARTNER RESPONSIBLE	RECOMMENDED ACTION TO AVOID OR MINIMISE RISK	RECOMMENDED ACTION IF OCCURS
All	Lack of commitment of partners	Work delayed, poor quality of work	1	3	1	3	9	9	Atos, All	<p>Try to ensure that the persons assigned to the project are of an adequate profile and will be able to commit themselves sufficiently to the project.</p> <p>The coordinator retains the advance payment and provides to the partner the necessary funds to cover the work in periods of 6 months. If the partner does not carry the work or the project internal assessment does not approved the quality of the work, the coordinator will retain funds until the problem is solved</p>	Partners showing inadequate commitment will be reminded by the WP leader or Project Coordinator of the possible consequences (including reduced financing)
All	Important project member leaves suddenly	Work delayed, network of stakeholders weakened	1	2	3	3	18	6	All	All on-going work must be kept on the project website and other members of the team must be kept up-to-date.	If the person leaves so suddenly that no transition is possible then no remedial actions are possible. Otherwise try to assure that the person leaving is able to take part in a smooth transition process. For this transition process all partners must be able and willing to participate.

WP(s) Affected	FAULT, ERROR, RISK	EFFECT OF POTENTIAL RISK	CRITICALITY (1-5)	IMPORTANCE (1-5)	PROBABILITY (1-5)	IMPACT (1-3)	RPN (Risk Priority Number)	RSN (Risk Severity Number)	PARTNER RESPONSIBLE	RECOMMENDED ACTION TO AVOID OR MINIMISE RISK	RECOMMENDED ACTION IF OCCURS
All	Lack of quality of partner contributions	Poor quality work	1	3	3	2	18	6	Atos, All	Draft versions of all documents must be shared from as early as possible. A strong review process must be kept up.	In the short run, other partners will need to cover for this partner Partners who consistently provide contributions will be reminded of this fact and that ultimately it could affect their financing.
6	Scenario and Trial specification may lead to the need of use network infrastructures that could not be covered by the initial requested budget for equipment (e.g DVB-H transmitter or WiMax base station)		3	3	5	2	2	2	ICCS	Alternative radio access technologies could be used with similar capabilities (e.g we could use modified WLAN AP instead of WiMax base stations)	

WP(s) Affected	FAULT, ERROR, RISK	EFFECT OF POTENTIAL RISK	CRITICALITY (1-5)	IMPORTANCE (1-5)	PROBABILITY (1-5)	IMPACT (1-3)	RPN (Risk Priority Number)	RSN (Risk Severity Number)	PARTNER RESPONSIBLE	RECOMMENDED ACTION TO AVOID OR MINIMISE RISK	RECOMMENDED ACTION IF OCCURS
6	The selection of mobile terminals that utilising Windows OS may lead to problem with the use of mIPv6 protocol in order to support the transparent mobility across network (Microsoft has not implement the mIPv6)		3	3	5	2	3	3	ICCS	We could use alternative IP schemes in order to achieve mobility (free source program openvpn)	
6	It is possible some network operators who we will use their infrastructures for trials, not to support IPv6		2	2	4	3	3	3	ICCS	We could use IPv4 to IPv6 tunnels (like teredo technology which is also supported by Windows OS) which could solve this problem	
5	Discrepancies between partners about priorities	Work delayed	2	3	3	1	18	6	Atos, All	Try to reflect (where possible) the different views of partners	If it is not possible to reflect all different views (especially because some views may be incompatible) then the Consortium must decide by vote) which priorities to include. In the case of a tie the WP leader decides.

WP(s) Affected	FAULT, ERROR, RISK	EFFECT OF POTENTIAL RISK	CRITICALITY (1-5)	IMPORTANCE (1-5)	PROBABILITY (1-5)	IMPACT (1-3)	RPN (Risk Priority Number)	RSN (Risk Severity Number)	PARTNER RESPONSIBLE	RECOMMENDED ACTION TO AVOID OR MINIMISE RISK	RECOMMENDED ACTION IF OCCURS
All	Lack of communication between partners	Overlapping work, work delayed	1	3	2	3	18	9	Atos, All	Regular meetings, weekly conference calls, project repository, etc.	If partners do not attend meetings, conference calls, etc. and do not respond to email messages then the Coordinator will have to remind them that these are fundamental tasks of the project and that failure to take part can have consequences (including financial).
1	"Micromanagement" at EC level	Increased administrative costs, less flexibility for consortium. Lower motivation for Consortium members. Lower quality work as shareholders concerns may be overlooked	1	2	4	2	16	4	Atos, All	No actions possible	Though good relations with the EU are fundamental, it must be kept clear that the Contract and DoW are what defines the project.

WP(s) Affected	FAULT, ERROR, RISK	EFFECT OF POTENTIAL RISK	CRITICALITY (1-5)	IMPORTANCE (1-5)	PROBABILITY (1-5)	IMPACT (1-3)	RPN (Risk Priority Number)	RSN (Risk Severity Number)	PARTNER RESPONSIBLE	RECOMMENDED ACTION TO AVOID OR MINIMISE RISK	RECOMMENDED ACTION IF OCCURS
ALL	Discrepancies between partners about priorities	Work delayed	2	2	3	1	12	4	Atos, All	Try to reflect (where possible) the different views of partners and early discuss critical issues at the project meetings to arrive to a compromise solution.	If it is not possible to reflect all different views (especially because some views may be incompatible) then the Consortium must decide by vote) which priorities to include. In the case of a tie the WP leader decides.
All	Partner leaves project	Work delayed, poor quality of work	1	2	1	3	6	6	All	Ensure other partners are up to date on the work of each partner. Maintain all ongoing work in a repository accessible to all partners.	Try to ensure a smooth transition in all uncompleted tasks.
4	Extraction of low-level (WP3) features is not fast enough	Camera selection cannot happen on time							FBK, AIT	Collaboration of involved partners to select features to drive camera selection that can be extracted in near-realtime	Some athletic events last very long, so camera selection can be based on semi-realtime features.

WP(s) Affected	FAULT, ERROR, RISK	EFFECT OF POTENTIAL RISK	CRITICALITY (1-5)	IMPORTANCE (1-5)	PROBABILITY (1-5)	IMPACT (1-3)	RPN (Risk Priority Number)	RSN (Risk Severity Number)	PARTNER RESPONSIBLE	RECOMMENDED ACTION TO AVOID OR MINIMISE RISK	RECOMMENDED ACTION IF OCCURS
4	Extraction of low-level (WP3) features is not robust enough	Camera selection can be errorneous, frustrating the user							FBK, AIT	Collaboration of involved partners to select features to drive camera selection that can be extracted in a robust manner.	Provide confidence of extracted feature, to use it in camera selection strategy'.
	Results of the different WP are not compatible (functional) and therefore cannot be integrated easily.	Integration delay	4	4	3	2			ATOS	<p>Development of a common software architecture.</p> <p>As prototypes become available, they should be integrated into the My-e-Director development environment. Every 12 months an updated version will be releases.</p> <p>Constant integration activity will deliver early feedback on possible integration problems.</p> <p>The 6-monthly workshop will be a forum to discuss progress with integration and identify solutions for possible occurring problems.</p>	Redesign from the interfaces from the components where the incompatibility is happening.

WP(s) Affected	FAULT, ERROR, RISK	EFFECT OF POTENTIAL RISK	CRITICALITY (1-5)	IMPORTANCE (1-5)	PROBABILITY (1-5)	IMPACT (1-3)	RPN (Risk Priority Number)	RSN (Risk Severity Number)	PARTNER RESPONSIBLE	RECOMMENDED ACTION TO AVOID OR MINIMISE RISK	RECOMMENDED ACTION IF OCCURS
	Technological incompatibilities in the integration.	Integration delay.								<p>.A list of allowed technologies will be provided as deliverable from the integration task to avoid this problem.</p> <p>Loose coupled technologies will be used.</p> <p>Standards should be used.</p>	Possible reimplementations with new technologies that allow compatibility

6 Conclusions

N/A

7 BIBLIOGRAPHY AND REFERENCES

N/A