Autonomous Vehicles to Evolve to a New Urban Experience

DELIVERABLE

D1.1 Project Handbook for Administrative and Financial Management and Reporting

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Acronyms

BMM	Business Modelling Manager
CB	Consortium Body
DC	Demonstration Coordinator
EAB	External Advisory Board
EC	European Commission
EM	Exploitation Manager
F2F	Face-To-Face Meetings
LA	Leading Author
MEM	Monitoring and Evaluation Manager
PC	Project Coordinator
PEB	Project Executive Board
PGA	Project General Assembly
QRM	Quality and Risk Manager
QRMB	Quality and Risk Management Board
RN	Risk Number
SA	Scientific Advisor
SMB	Site Management Board
TM	Technical Manager
WP	Work Package
WPL	Work Package Leader

Executive Summary

The following deliverable – D1.1 Project Handbook for Administrative and Financial Management and Reporting – contains procedures and guidelines for the management of the AVENUE project. IT describes communication procedures, planning procedures and financial reporting procedures that will help the project partners to regulate the performance of project activities and to collaborate more efficiently. These procedures are supported with various IT solutions that are provided by the coordinator since the start of the project.

1 Introduction

The target of the AVENUE project is to demonstrate and pilot the adaptability and efficiency of the deployment of small and medium autonomous vehicles (AV's) in Lyon, Luxembourg, Geneva, Copenhagen and 2-3 replicator cities as of the 3d year of the project. The AVENUE vision for future public transport in urban and suburban areas, is that autonomous vehicles will ensure safe, rapid, economic, sustainable and personalised transport of passengers, while minimising vehicle changes. The goal is to provide door to door autonomous transport allowing commuters to benefit from autonomous vehicles.

At the end of the AVENUE project - 4 year period - the mission is to have demonstrated that autonomous vehicles will become the future solution for public transport. The AVENUE project will demonstrate the economic, environmental and social potential of autonomous vehicles - for both companies and public commuters - while assessing the vehicle road behaviour safety.

WP1 concentrates in the management of the project, in order to: ensure delivery of the project on time, within the budget and maintaining its relevance towards the objectives; coordinate the technological and innovation orientation of the project; guarantee high-quality standards at all levels and to ensure the accomplishment of the AVENUE objectives; and manage resources, monitor the overall project performance and manage risks, ethics, and contingencies.

Task 1.1 incarnates the overall administration of the project, defining the operation rules and procedures.

In this Deliverable D1.1 we describe the overall organization of the project, the persons responsible for the different WPs, the communications means, as well as how meetings and reporting is organized.

It must be noted that one of the reasons for the delay of this deliverable was that may partners, following the start of the project and due its importance, proceeded in a sort of restructuring, assigning or even hiring new persons to take over the project related tasks and responsibilities. For some partners this process took 4 to 5 months, from the start of the project for being completed.

1.1 Preamble

The success of a large project strongly depends in a major way on successful and effective communication among the partners. Therefore, this document has been created to strengthen the cooperation within the project by means of structuring the different communication channels and to configure some basic rules for a fruitful cooperation.

The goal of this document is to provide guidelines for communication, planning and financial reporting that will help the project partners to regulate the performance of project activities and to collaborate more efficiently. These guidelines are supported with various IT solutions that are provided by the coordinator since the start of the project.

The deliverable starts in chapter 0 with a description of the organisational structure of the project and describes the roles and tasks of each component in the project organisation. Furthermore, the chapter follows with the introduction of the IT tools that are provided to the consortium for project coordination and collaboration. Chapter 3 describes the various procedures in the project for communications. It describes the forms of communication possible and the IT tools provided to facilitate these meetings. Chapter 4 describes the rules and procedures for organising meetings. Finally chapter 5 describes the procedures for the financial reporting.

The present document has been generated within the scope of task *T1.1 Project Coordination* and *T1.2 Technical Coordination*, which are part of Work Package *WP1 Project Management*. This deliverable is related to the deliverable "Quality Assessment Plan, Risk Assessment and Contingency Plans" (Initial version D1.2 and final version D1.3). D1.1 presents the project management procedures and the tools to be used for that while D1.2 and D1.3 present the procedures to ensure the quality of the project management. Together, these deliverables contribute to a governed project execution and in final consequence to an overall successful project.

All members of the AVENUE consortium are encouraged to comply with the following presented procedures and rules. Consequently, this guideline is mandatory during the whole project duration for all project participants.

2 Project Management & Collaboration

2.1 Organisational Structure & Responsibilities

The general purpose of the organisational structure is the progressive control of each WP, coordination of the different project tasks and implementation of specific quality control mechanisms by issuing appropriate project standards. The project's organisational structure covers administrative, financial, scientific, decision-making as well as knowledge (foreground) and innovation aspects. In general, the overall management structure of the project is planned and designed to guarantee that the stated objectives and achievements will be fulfilled, giving special attention to the overall coordination, risk management and contingency planning measures. Figure 1 describes the overall management organisation structure. The sections below present the main project management instruments with different members and responsibilities to ensure the quality of the overall management process.

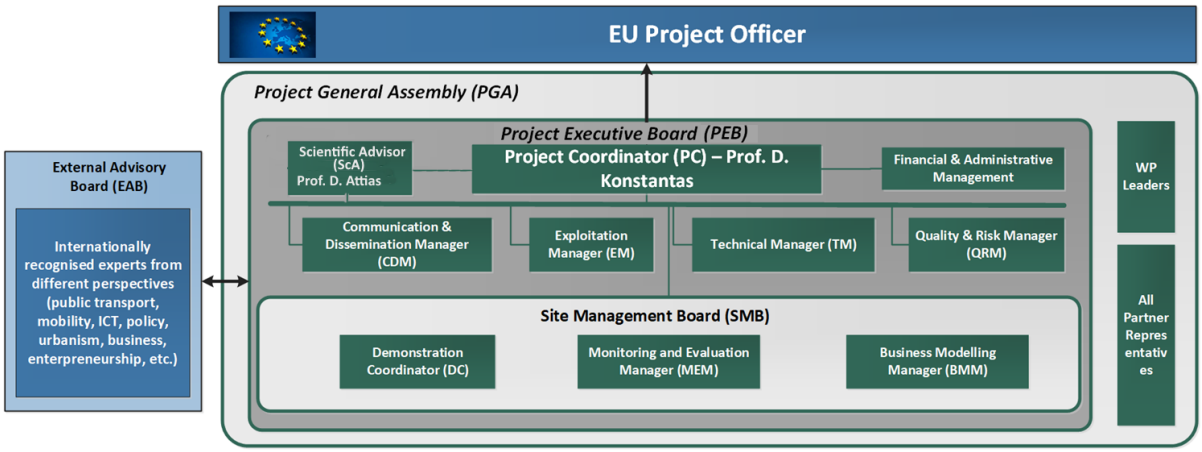


Figure 1 The AVENUE organisational structure

Daily project operation: The above management structure has been designed in order to facilitate and allow the smooth short term (daily) and long term (strategic) operation of the project. For the daily operation of the project we have distinguished three main domains of work: a) the operation of the demonstrator sites and technical development b) the socio-economic studies and business development and c) the external relations.

More specifically, **for the operation of the demonstrators and technical development** (WP4, WP5, WP6 and WP7), the project Technical Manager (Pierre Chehwan, NAVYA) coordinates all daily operations and technical development. To be noted that all autonomous vehicles of NAVYA are maintained and followed up constantly by NAVYA, thus NAVYA and the operators already operate under a strong link relation. NAVYA monitors all vehicles constantly receiving information regarding their technical status. Each site is operated by the local transportation operator and all four operators have created a position with an Autonomous Vehicles manager (AVM) who works exclusively in the daily supervision and operation of the autonomous vehicles operation at the site. The AVMs are in constant contact with the project Technical Manager at NAVYA, resolving all daily issues of the AV operation.

The **development of the services** (WP4 and WP5) is done by the technical partners of the project (companies, SMEs, Universities) under the coordination of the Project Technical manager. The services are first presented and discussed in the Site Management board, where guidance is given on which ones will be adopted and when and at which test sites. The Technical Manager provides the technical requirements and the constrains (ability to include new sensors in the vehicles, communication

constrains etc) regarding technical implementation. The technical manager, in coordination with the NAVYA engineers assures the daily follow up of the development of the new services.

The **Socio-Economic studies and business development** (WP2, WP8, WP9) of the project are coordinated for their daily operations by the exploitation Manager (Mrs. Stine L. Guldmann (Amobility)). The choice of the user cases, their socio-economic aspects, the business cases etc are coordinate with target to maximise acceptance, optimise costs and increase project impact.

Finally the **external relations** (WP3 and WP10) are coordinated by the project coordinator, who supervises the communication policies, the contacts with public administrations and external collaborations.

2.1.1 Project General Assembly (PGA)

Project General Assembly (PGA) is responsible for monitoring the project's performance, managing the technical audits, supervising the preparation of the deliverables and, in general, and the daily management of the project. Reasons for any deviations from the project plan will be identified and the necessary corrective actions will be agreed by the PGA, resolving any differences between project participants as they arise. Major changes in the project plan (e.g. reallocation of resources) may be decided within the PGA. The PGA will convene at least every three months (physical or remotely), in order to provide quick and efficient response to the events that will arise during the project. The tasks of the PGA include: 1) Ensure that the progress is maintained according to the project plan; 2) Review and approve financial status; 3) Review and approve the regular project risk assessment; 4) Develop and follow up the Quality Assurance Plan; 5) Review the overall technical programme; 6) Review the project technical results; and 7) Provide strategic guidance for the project management related to a) Innovation and Exploitation potential, b) Intellectual property management, c) Dissemination and communication activities, d) Resolve potential and actual disputes between participants which cannot be resolved at lower decision levels, e) Reallocate budgets if necessary, and f) Assess gender and ethical issues. The AVENUE project further foresees a contract within the project consortium whereby the partners will promise to adhere to the decision making rules and steering power of the PGA. The PGA consists of:

- Prof. D. Konstantas (UNIGE) is the **Project Coordinator (PC)** who takes responsibility for the overall project management including interactions with the EC on contract-related issues as well as chairing regular management meetings. The PC has amongst his responsibilities a set of administrative and financial tasks-representing the project in the contract negotiation, and in relation to the EC's Project Officer, representing the consortium in workshops and official meetings, collecting administrative reports from partners and forwarding periodical reports to the Project Officer, preparing and updating the consortium agreement between the participants, administering project resources and project spending, etc.
- Mr. Pierre Chehwan (NAVYA) is the **Technical Manager (TM)** assisting the PC in technical and operational matters of the project (e.g. strategic decisions on technical choices or deployment activities). The TM is also responsible for coordinating the innovation management policy of AVENUE.
- Prof. Danielle Attias (CentraleSupélec), is the **Scientific advisor (ScA)** of the project, responsible for the overall scientific supervision of the project.

- Marco Cattaneo (UNIGE) is the **Communication & Dissemination Manager (CDM)** responsible for the effective implementation of the project's Dissemination and Communication activities.
- Mrs. Stine L. Guldmann (Amobility) is the **Exploitation Manager (EM)** who, together with CDM, is responsible to maximise the project's impact. Whilst the CDM will manage the outreach of the project results to a wide audience (from citizens to decision makers), the EM will focus (with the support of the BMM) on business and market aspects associated to AVENUE results, to ensure the continuity beyond the project completion without the need for external public funding.
- Prof. Guy Fournier (HS PF) is the **Quality & Risk Manager (QRM)** (also T1.3 leader) responsible for quality and timely delivery of required reports, along with identification of main areas of possible risks and promotion of appropriate contingency activities.

Finally, the PGA is further represented by the members of the Site Management & Replication Board (SMRB), as presented in detail in below paragraphs.

2.1.2 Site Management Board (SMB)

An important management structure is the Site Management Board (SMB), whose task is to consolidate information between the transport operators and manage the information exchange, providing the required data and information that are needed for the studies and evaluations respecting data-protection regulations and the confidentiality of business and/or passenger information.
The SMB is led by the Demonstrators Coordinator (DC) and consists of the following:

- Mr. Marc Chatelain (TPG) is the **Demonstrations Coordinator (DC)** (also WP7 leader) who is responsible for the overall planning and coordination of demonstration activities at cities.
- Prof. Guy Fournier (HS PF) is the **Monitoring and Evaluation Manager (MEM)** responsible for the quality management in the project as well as for the coordination of WP8 Socio-economic and environmental evaluation.
- Mrs. Stine L. Guldmann (Amobility) is the **Business Modelling Manager (BMM)** responsible for the coordination of development of the innovative business models of the different AVENUE solutions.

2.1.3 Consortium Plenary Board (CPB)

The Consortium Plenary Board (CPB) is the ultimate and main decision body of the project, chaired by the PC and consists of all the members of the PGA, along with the WP Leaders and representatives of all project partners. One representative person from each Beneficiary will participate in the CPB being responsible for major parts of the work. The CPB shall be in charge of supervising the project progress and deciding upon all relevant technical and administrative issues, such as redirection of work in a WP, major transfer of resources across WP or Partners (over 20%), technological choices, changes in time plans, inclusion of a new Partner, substitution or exclusion of existing Partner, resolution of conflict between different WP. All Partner Representatives will have a single vote. In case of equal votes, the vote of the PC shall be the decisive one. This Group will meet once every 6 months, being the project's driving force.

2.1.4 External Advisory Board (EAB)

The **External Advisory Board (EAB)** is established early in the project, bringing together well distinguished stakeholders. The PGA will liaison with the EAB to ensure all stakeholders are involved in decision-making. The main purpose of the external advisory board is to ensure AVENUE of input on its activities and results from the perspective of its main stakeholders. The external advisory board will not have decision authority in the project, but will provide advice and feedback on the activities and results of AVENUE. This board is formed by internationally recognised experts who are at the forefront of fully automated road transport systems development from different perspectives (public transport, legal, social, AV piltos, policy, urbanism, business (investing in urban automated vehicle systems), entrepreneurship etc.). Their expert and independent assessment is expected to guide the project in accelerating the societal acceptance and market uptake of the tools and actions demonstrated, further contributing to risk management and quality assurance by providing solicited and unsolicited advice to the PGA. Annual meetings will be held between the representatives of the EAB and the PGA. The following people have already signed up for the AVENUE EAB.

The EAB currently exists of the following six members:

- Prof. Huei Peng – University of Michigan
- Mr. Arthur van der Wees – Arthur's Legal B.V.
- Mr. Bruce Warner – ABB
- Mr. Vincent Abadie – Groupe PSA - Peugeot - Citroën – DS
- Ms Lærke Flader – Danish Energy Association/Danish EV Alliance

2.1.5 Quality Control Board (QCB)

The Quality control of activities and deliverables are of main importance for the AVENUE project. A quality plan will be issued as D1.2 and D1.3 in accordance to the ISO – 9001. The purpose of the Quality Plan (QP) is to describe the actions and measures that will be taken by the Consortium, to ensure the quality of the project and its full conformance with its contractual requirements. The main goals of the QP are to

i) provide to all concerned a guide for the actions required by each one involved,

ii) exhibit the performance of the project's quality plan in accordance to the contractual requirements and

iii) decide which internal members of the Quality Board (QB) will review which deliverables. The QB is responsible for the co-ordination and supervision, regarding the implementation of the measures for the QA. In accordance with the contractual agreements, the project's Quality Management Plan is also prepared, defining organisational structure, flow of quality system and quality management procedures.

The QB will consist of:

i) the Project Coordinator (PC) and Technical Manager (TM)

ii) the Quality & Risk Manager (QRM),

iii) the Demonstrations Coordinator (DC) and

iv) a person in charge of standards.

In addition to the above members other internal members are appointed from the QB for the purpose of reviewing specific deliverables and reports. These are senior researchers of the project partners with extensive expertise on the subject of the specific deliverable, excluding of course its authors. Moreover

members of the different forums of the project are used as reviewers especially for the public deliverables. Each deliverable will be reviewed by appointed QB members, each of them not working in the institutes of the partners involved in deliverable preparation. In isolated cases, if all main partners are involved in the preparation, a choice will be made among members of the QB, as well as the external member of QB.

2.1.6 Work Package Leaders (WPL)

The WPLs are responsible for the management and organisation of their WP as defined in the Grant Agreement. The main focus is on the steering and control of the tasks within the WP in collaboration with all the task leaders in their WP. The WPLs take the responsibility for the correct implementation of all tasks in their WPs. In case of any deviations or problems, direct reporting to the PC is required. During progress tracking meetings WPLs are required to collect information regarding their WPs and present the progress and the currently faced bottlenecks in their respective WPs. As there are many dependencies between the WPs, WPLs are also expected to coordinate the planning of various tasks and deliverables in their respective WPs with the other WPs. Appendix A defines the WP leaders and task leaders for watch WP/task.

2.2 Coordination and Collaboration IT Tools

To facilitate strong collaborations between the project partners and support management of the various tasks in the project, a variety of online IT tools were set up at the very beginning of the project. All the IT tools have been integrated with the Project Files Platform and can be accessed through https://isiprojects.unige.ch/. All project members have been provided accounts to access them.

The IT Tools are hosted and maintained by University of Geneva. For questions and account creation or modification please contact the AVENUE management (avenuemgt@unige.ch).

2.2.1 Project Files Platform

The project files platform is based on the open source platform NextCloud[1] and has been one of the main platforms for collaboration between the consortium's partners. NextCloud is a flexible open source collaboration framework that offers an advanced file/document management system as well as other useful collaborative features such as versioning and co-edition documents. This platform also integrates other IT tools needed for the project management.

[1] https://www.nextcloud.com/

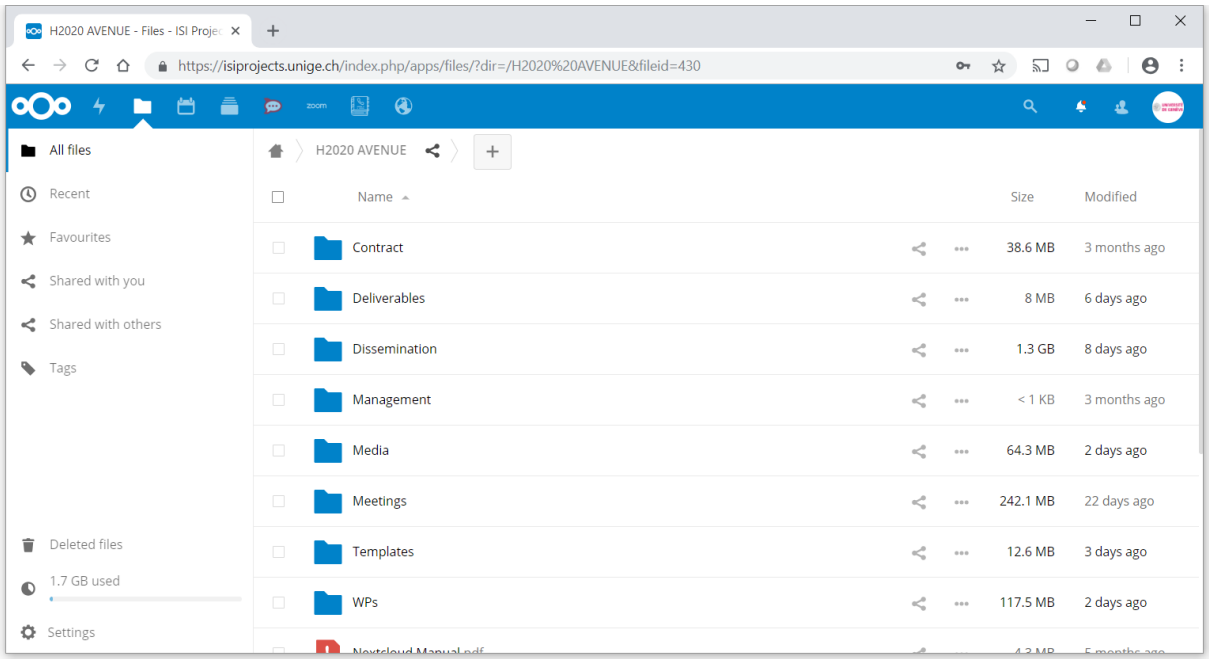


Figure 2 The main interface of Project Files Platform

Figure 2 presents the main interface of the Project Files Platform. The platform enables the users to:

- Download and upload all the project files/documents
- Access and roll-backing to previous versions of the document through the versioning functionality
- Co-edit documents using the project installation of the software ONLYOFFICE[2] (illustrated in Figure 3)

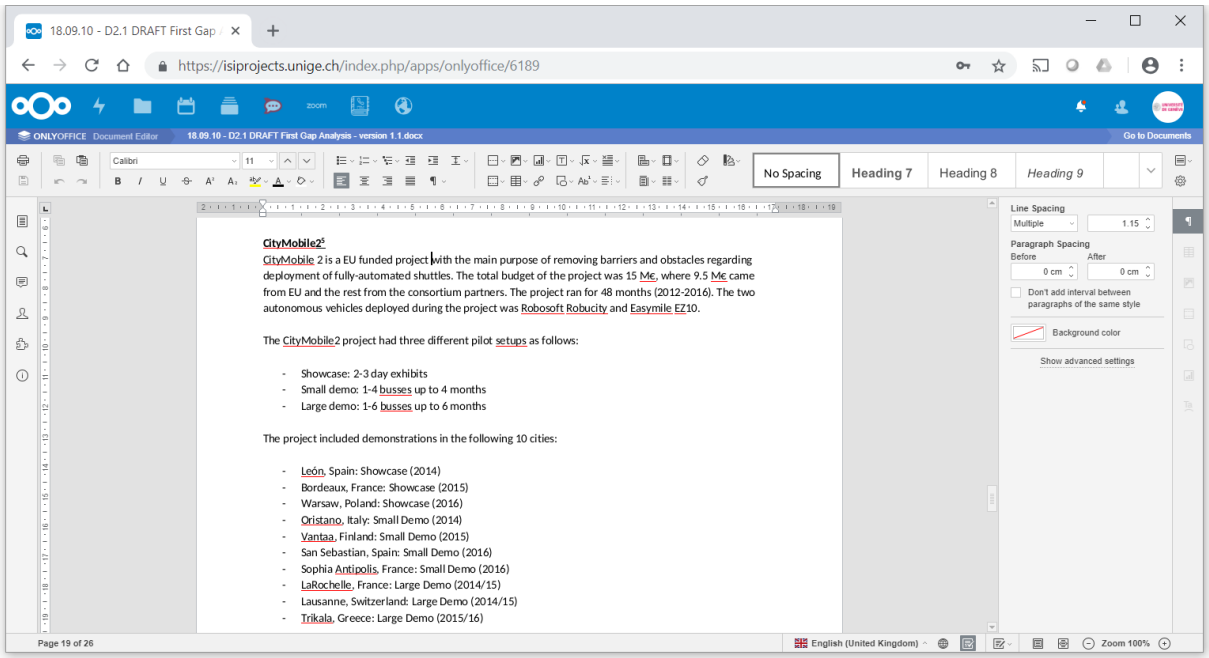


Figure 3 Documents coediting in Next Cloud

Furthermore, clients for smartphones/tablets (Android and iOS) and PC platforms (Windows, macOS and Linux) can be directly downloaded from the NextCloud website[3].

[2] https://www.onlyoffice.com/

[3] https://nextcloud.com/install/#install-clients

2.2.2 Project Calendar

A common calendar is also provided to the consortium as a module of the NextCloud platform. This calendar presents all important events that are planned to occur during the project. These can be project meeting, conferences, press events, or any other important project related event.

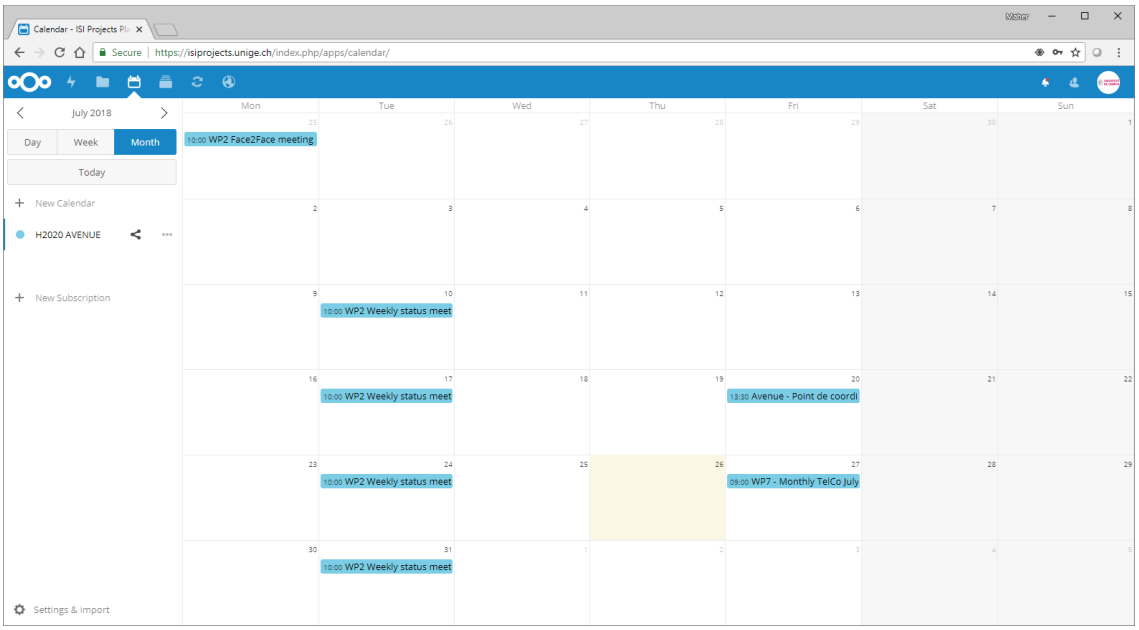


Figure 4 Project Calendar

The project calendar can be directly accessed any time through the top menu bar in the NextCloud platform user interface (https://isiprojects.unige.ch/).

The calendar can be directly accessed from the NextCloud platform and can also be synchronised with smartphone or PC clients calendar applications using the CalDav protocol. For synchronisation with calendar clients the following URLs should be considered:

- Primary CalDav address: https://isiprojects.unige.ch/remote.php/dav/
- iOS/OS X Caldav address: https://isiprojects.unige.ch/remote.php/dav/principals/users/admin/

2.2.3 Project Planning

A third tool provided to the consortium is an easy project planning tool named Deck[4]. Deck is a modern Kanban style project planning tool that is provided as a module for the NextCloud platform. It can be used to schedule and track various tasks in the project including deliverables, technical tasks, etc.

It provides a simple visual approach to:

- create tasks and assign them to self and to co-collaborators
- track the task progress
- get notification at the desirable moments

[4] https://apps.nextcloud.com/apps/deck

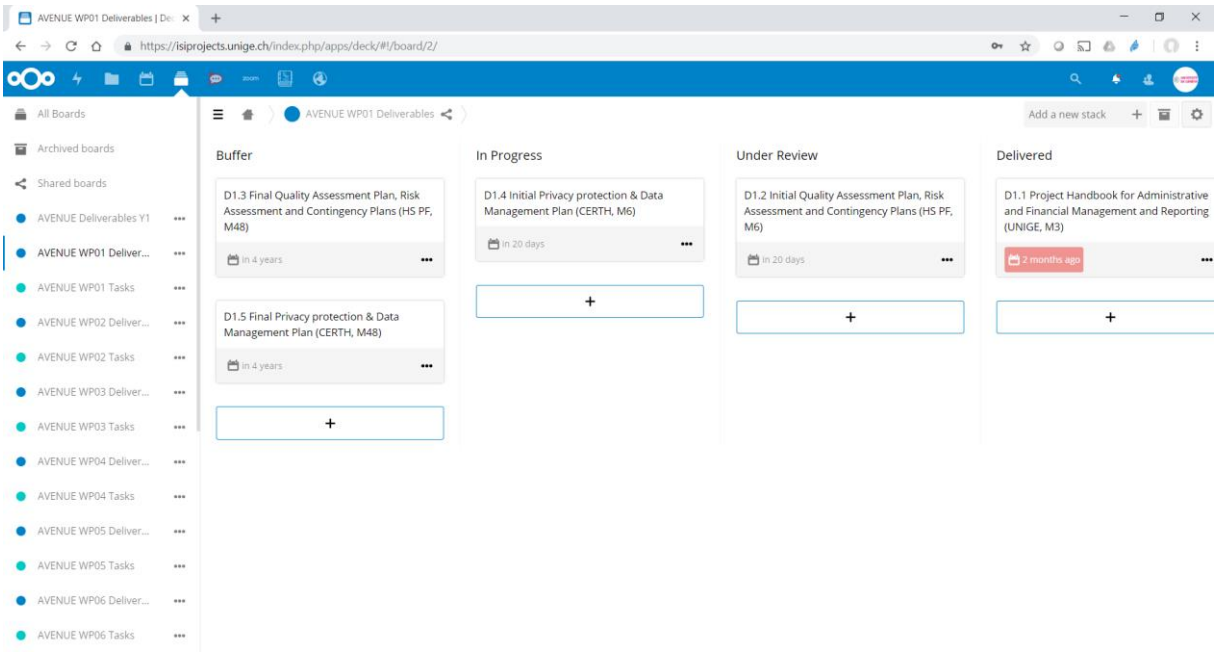


Figure 5 Project Planning tool

The project planning tool can be directly accessed any time through the top menu bar in the NextCloud platform user interface (https://isiprojects.unige.ch/).

3 Communication Procedures

This chapter gives an overview of the different means of communication that will be used during the Project. Furthermore, this chapter describes the tools provided to the consortium to facilitate these communications.

3.1 Forms of communication

Communication among the partners is an active part of the project, since the interaction between the partners plays a major role in R&D-Projects. Therefore, it is important to find a common understanding of the different means of communication.

3.1.1 Face-To-Face Meetings

As meetings are held regularly (every six months at a rotating location), it is beneficial to have a set framework for the meetings. To avoid wasting any time or potentially losing any information, all involved partners should have access to an agenda prior and minutes containing the results of the meeting after the meeting (section 3.2)

3.1.2 Phone and Online Meetings

The phone will not just be used for one-to-one communication, but also for phone meetings between multiple persons. However, as mentioned in section 3.2, the video conferencing platform of the project is the preferred communication tool.
Like all other meetings it is expected to have an agenda, minute and associated action points with defined deadlines etc.

3.1.3 Continuously Online Discussions

For continuous discussions that go over longer periods, email lists and the team chat platform provided in the project can be used. More details regarding these tools can be found at section 3.2.
In order not to generate unnecessary information / communication there is the request to keep the distribution of messages to the group limited. Partners are encouraged to employ topic specific or WP specific channels to discuss the related topics.

3.2 Communication IT Tools

3.2.1 Video Conferencing

The AVENUE Video Conferencing is based on the commercial Zoom[5] platform and is provided by coordinator to organise online meetings for the project. It consists of a web conferencing platform with many useful features that are aimed at making online meetings as efficient and effective as real meetings. In contrast to standard telephone line users can share screens and give presentations. Therefore, this system is an ideal platform to avoid travelling but enabling partners to see and talk to each other, combined with the ability to share screens for demonstration or presentation. During the project, this platform will be often used whenever a short-term meeting is needed, or to discuss urgent and necessary project issues.

The Zoom video conferencing can be directly accessed any time through the top menu bar in the NextCloud platform user interface (https://isiprojects.unige.ch/).

Figure 6 AVENUE Online Meetings Platform – Zoom

The AVENUE Conferencing platform supports the following features:

- Audio and video conferencing through PC, Smartphone or tablet
- Dial-in through international phone numbers.
- Recording of meetings and later access
- Sharing of screen
- Direct text chat
- Polling

Furthermore, apps for smartphones and other platform can be directly downloaded from the Zoom website[6]

[5] https://zoom.us/

[6] https://zoom.us/download#client_4meeting

3.2.2 Email

Email is already in use and well established even during the project preparation phase. To ensure a smooth email communication, the following rules have been created:

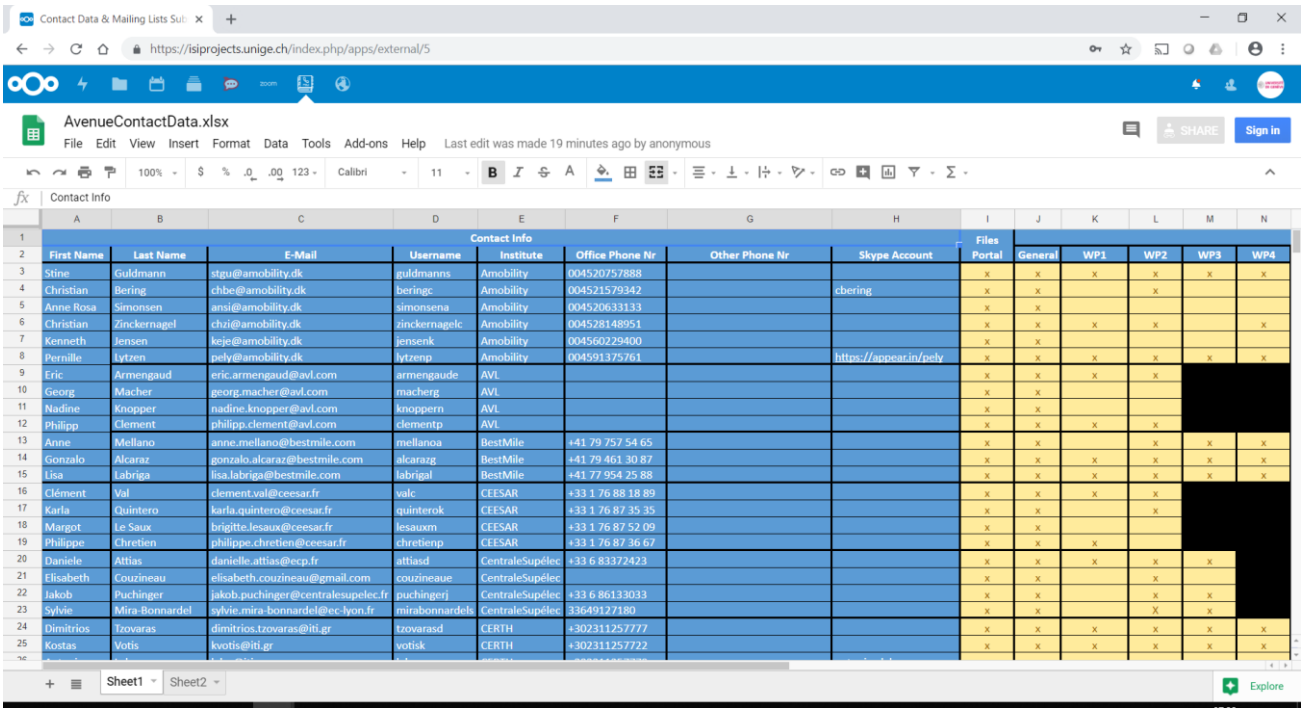
To avoid unnecessary email traffic, it has been agreed upon that documents shall not be passed by email, rather than giving notice for new files on the AVENUE Files Platform (https://isiprojects.unige.ch/). Additionally, email is used for everyday communication between the partners.

It is advised to use an appropriate subject-line to describe the email in a short summary. In a case where an email is replied to, but the content of the message has no reference to the prior message, then the subject-line should be changed.

During the project, we will use different mailing lists, each with a different scope. The general mailing address for all partners involved in the Project is: h2020-avenue@unige.ch. However, the use of this general mailing list should be avoided when possible. Users are encouraged to use topic specific mailing lists instead. To allow people focussing on their interests and their work, each work package and board has its own mailing list.

- WP1 - h2020-avenue-wp1@unige.ch
- WP2 - h2020-avenue-wp2@unige.ch
- WP3 - h2020-avenue-wp3@unige.ch
- WP4 - h2020-avenue-wp4@unige.ch
- WP5 - h2020-avenue-wp5@unige.ch
- WP6 - h2020-avenue-wp6@unige.ch
- WP7 - h2020-avenue-wp7@unige.ch
- WP8 - h2020-avenue-wp8@unige.ch
- WP9 - h2020-avenue-wp9@unige.ch
- WP10 - h2020-avenue-wp10@unige.ch
- WP11 - h2020-avenue-wp11@unige.ch
- Executive Board - h2020-avenue-eb@unige.ch
- Advisory Board - h2020-avenue-ab@unige.ch

The list of subscriptions for each mailing list can be consulted directly from the project portal (Figure 7). Modifications of the mailing lists would require the notification of the AVENUE management to perform the actually modification to the underlying mailing list system. Any other questions about the mailing lists can also be sent to AVENUE management avenuemgt@unige.ch.



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Elisabeth	Couzineau	elisabeth.couzineau@gmail.com	couzineaue	CentraleSupélec				x	x		x		
Jakob	Puchinger	jakob.puchinger@centralesupelec.fr	puchingerj	CentraleSupélec	+33 6 86133033			x	x		x	x	
Sylvie	Mira-Bonnardel	sylvie.mira-bonnardel@ec-lyon.fr	mirabonnardels	CentraleSupélec	33649127180			x	x		X	x	
Dimitrios	Tzovaras	dimitrios.tzovaras@iti.gr	tzovarasd	CERTH	+302311257777			x	x	x	x	x	x
Kostas	Votis	kvotis@iti.gr	votisk	CERTH	+302311257722			x	x	x	x	x	x

Figure 7 AVENUE partners data & mailing lists subscriptions

3.2.3 Team Chat

To facilitate continuous discussion that go over a long period, a team chat platform is installed next to the traditional email communication. This team chat platform is based on software Rocket.Chat[7] which provides the partners the ability to communicate and collaborate with others in the project, share files, chat in real time. Rocket.Chat is an open source alternative for the popular proprietary team chat software Slack[8]. The team chat platform is installed on the UNIGE premise and provides a secure way to communicate and to ensure the privacy of the topic discusses in the consortium.

The software is intended to replace the use of email as much as possible by opening up the conversation and remove the need for CC/BCC by using Rocket.Chat channels and private groups to speak to others in the project. In discussions, relevant participants can be immediately notified with the @username mention. For important announcements to all members of a group, @all can be used. The biggest advantage of the team chat in comparison with email is the functionality to search all conversation any time in an efficient way.

As illustrated in Figure 8, channels for each WP are initially created. However, users/partners can also create public and private channels for each specific discussion.

[7] https://rocket.chat/

[8] https://slack.com/

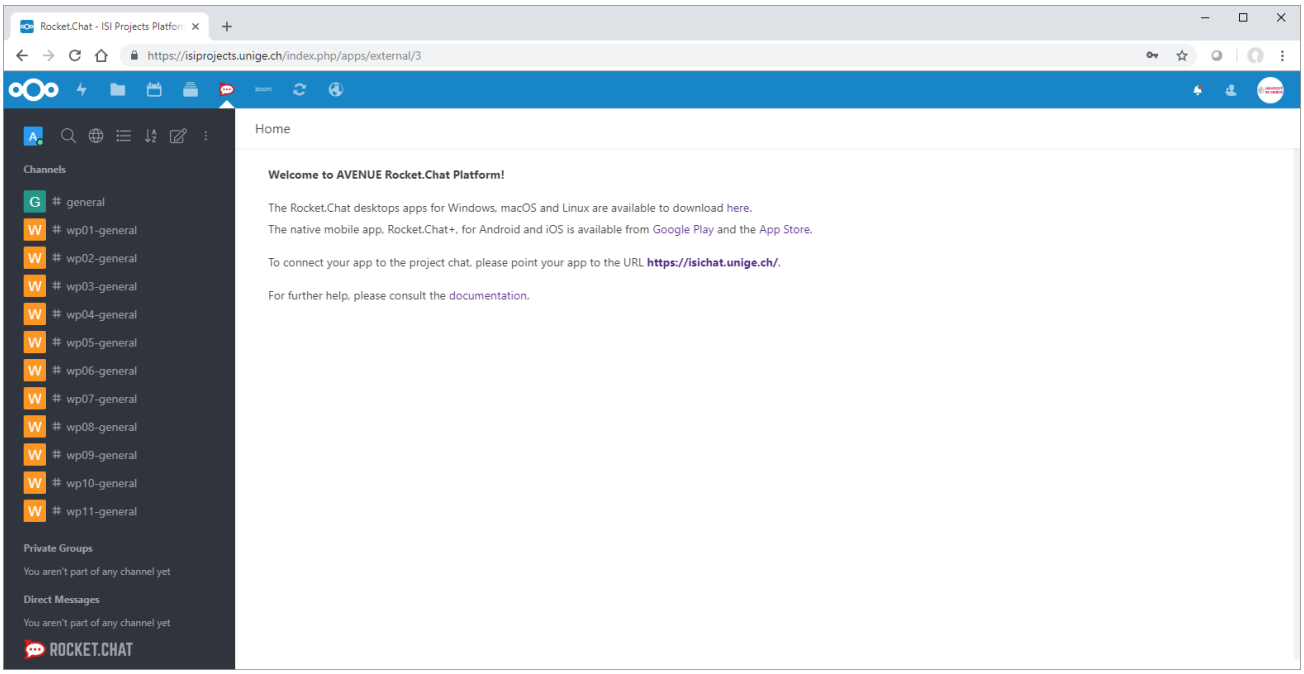

Figure 8 Collaborative Team Chat based on Rocket.Chat

The team chat application can be directly accessed any time through the top menu bar in the NextCloud platform user interface (https://isiprojects.unige.ch/).

Furthermore, clients for smartphones/tablets (Android and iOS) and PC platforms (Windows, macOS and Linux) can be directly downloaded from the Rocket.Chat website[9]. To connect your app to the project chat, please point your app to the URL https://isichat.unige.ch/.

[9] https://rocket.chat/install

4 Project Meetings

The procedures described in this chapter apply to all project meetings. Meetings can be held by summit in a location identified by the Chairperson or can be a teleconference.

4.1 Representatives

Any member of the consortium:

- should be present or represented at any meeting;
- may appoint a substitute to attend and vote at the meeting;
- and shall participate in a cooperative manner in the meetings.

The meetings of the Consortium Body (CB) can be Ordinary or Extraordinary and are convened by the chairperson of the CB that shall give notice in writing of a meeting, prepare and send the primary agenda to each member of that CB within the minimum number of days preceding the meeting reported in 4.2 described below.

Any agenda item requiring a decision by the members of a CB must be identified as such on the agenda. Any member of a CB may add an item to the primary agenda by written notification to all the other members of that CB within the minimum number of days preceding the meeting reported in the 2.3.2. Responsibilities described below. However, during a meeting the members of a CB present or represented can unanimously agree to add a new item to the primary agenda.

Any expert or qualified person may be invited by the Chairperson to attend the meetings with a role of advisor providing in the general interest of the Project and related to the items in agenda. The requests of participation of third *Parties* to the meeting has to be communicated to the consortium, as soon as possible and within the time limit set in the CA for the notice of a meeting.

4.2 Responsibilities

The meetings will be organised by the Project Manager with the representative from the hosting organisation. This will include preparing an agenda and a post report including the meeting minutes in a pre-normalised form, for comments and approval of the attendants.

All project meetings should be notice 21 calendar days preceding the meeting, the exception applies for any extraordinary meeting in this case 10 calendar days preceding is applied and the executive board meetings where a 7 calendar days preceding is applied.

In terms of publication of the agenda 14 calendar days preceding the meeting is the rule applicable to all project meetings. For adding any item to the agenda any member can do it until 7 days before the meeting. For extraordinary meetings a 7 calendar days rule apply and for an executive board meeting a 2 calendar days rule apply.

For meeting minutes according to CA the chairperson shall produce written minutes of each meeting which shall be the formal record of all decisions taken. The draft minutes shall be sent to all Members within 15 calendar days of the meeting. The minutes shall be considered as accepted if, within 15 calendar days from sending, no Member has sent an objection in writing to the chairperson with respect to the accuracy of the draft of the minutes.

4.3 Template of meeting Agenda

In each Agenda, the following information shall be filled in:

- Project reference
- Date
- Location
- Version draft number
- Contact for logistic and for scientific organisation

4.4 Template of meeting minutes

The meeting minutes generally have to contain the following information:

- Cover reporting AVENUE reference (title of the project, reference number, H2020 activity) and all information identifying the meeting (location, date);
- List of attendances;
- The agenda;
- Meeting slides;
- List of actions including what each partner is expected to do, who has the responsibility to the action, and the deadline;
- List of decisions taken within the meeting;
- Conclusion.

4.5 Meetings Timetable

The consortium foresees various times of meetings that will be hold during the project. Some of these meetings will be Face-To-Face (F2F) while many others will be online meetings using video conferencing.

4.5.1 Plenary Meetings (F2F)

The consortium is planning to hold two plenary meetings per year where all the topics in the projects will be discussed. Plenary meetings will be Face-To-Face meetings held at one of the partners sites on a rotating basis.

4.5.2 Review Meetings (F2F)

Review meetings are planned to be held in month 18, month 36 and month 48 of the project. Based on the EC's wish review meetings can be held in Brussels or at the pilot sites, where it will be possible for the consortium to demonstrate the project results live.

4.5.3 Meeting with External Advisory Board (F2F)

The consortium foresees a yearly meeting with the External Advisory Board (EAD), which can be organised separately with the EAD or co-hosted with one of the plenary meetings.

4.5.4 General Progress Tracking Meetings (Video Conferencing)

The consortium foresees a monthly progress tracking meetings using the AVENUE video conferencing tools where all the topics of the projects can be discussed. These will be one-hour meetings where WP leaders provide the progress of their WPs and bottlenecks and open issues regarding these WPs are discussed.

4.5.5 Work Package Meetings (Video Conferencing or F2F)

Work Package leaders are also encouraged to organise separate meetings to discuss the work and progress of their WPs. These meetings will be mostly held online using video conferencing tools. However, at certain moments in the project Face-To-Face meetings may be required and can be organised by the WP participants.

5 Financial Reporting

The coordinator must submit to the Commission technical and financial reports, including requests for payment. The reports must be drawn up using the forms and templates provided by the Commission in the electronic exchange system.

Activity reporting assists project management, and the European Commission, to monitor project progress, achievements and difficulties encountered. During the course of the project, activity reporting will be conducted in three forms:

- Interim report (16), every three months between the periodic reports (the template is available following the link under "H2020 AVENUE → Management → Reporting" on the project files platform); Partners are required to indicate the work performed per task and the resources used for that task (See appendix B)
- Periodic Report (4), every 12 months (the template is available at Annex 4 of the Grant Agreement);
- Final Report (1), at the end of the action.

5.1 Types of reports

1) The following table identifies the types of project reports interim, periodic reports, final reports to the European Commission:

Table 1: Types of project reports

Type	Description	Procedures
Interim Report 1-16	Technical and financial information, including an explanation of the use of resources.	The project coordinator sends out the data collection template by e-mail or online form to all partners 15 days before the end of the three-month project period. The partners are collect the required

		information and returns the completed form to the project coordinator not later than 4 weeks after closure of the six-month period. The project coordinator will analyse using the defined evaluation techniques.
Periodic Report 1-4	The periodic technical report includes an explanation of work carried out, an overview of progress, a publishable summary and a questionnaire. The periodic financial report includes the individual financial statements, an explanation of the use of resources and the periodic summary financial statement.	The project coordinator sends out the data collection template by e-mail or online form to the partners 30 days before the end of the project period. The partners collect the required information and returns the completed form to the WP8 Leader not later than 30 days after closure of the reporting period. The project coordinator will submit it to European Commission maximum 60 days after the end of the reporting period.
Final Report	The final technical report is a publishable summary of the entire action (describing the overview of the results and their exploitation and dissemination, the conclusions on the action and its socio-economic impact). The final financial report basically consists of the final summary financial statement that is automatically created by the system. In some cases it must be accompanied by a certificate on the financial statements.	Same as Periodic Report, adjusted to month 48

6 Conclusions

Summarised this deliverable provided guidelines and procedures for various aspects of project coordination and collaboration between partners. Next to the procedures various tools have been implemented and provided to the consortium, which have also been described in this deliverable.
Furthermore, this deliverable alone does not provide a complete picture of the project management. The deliverable “Quality Assessment Plan, Risk Assessment and Contingency Plans” (Initial version D1.2 and final version D1.3) complement this deliverable by covering all the aspects regarding quality assurance and risk management. Together, these deliverables contribute to a governed project execution and in final consequence to an overall successful project.

7 Appendix A: WP and Task Leaders

Work Package / Task	Partner	Persons
WP1 Project Management	UNIGE	Dimitri Konstantas
T1.1 Project Coordination	UNIGE	Dimitri Konstantas
T1.2 Technical Coordination	NAVYA	Piere Chewhan
T1.3 Quality & Risk management	HS PF	Guy Fournier
T1.4 IPR & Data Management planning	CERTH	Konstantinos Votis
WP2 Requirements and Use Cases	Amobility	Stine Guldmann
T2.1 SoA analysis, feasibility study & benchmarking of best practices	Amobility	Stine Guldmann
T2.2 Passenger needs (including PRM) and requirements specification	Siemens	Markus Dubielzig
T2.3 Stakeholders identification, expectations and barriers imposed	HS PF	Tobias Viere
T2.4 Regulatory facilitators and barriers	CentraleSupélec	Danielle Attias
T2.5 Demonstrator use cases definition	BestMile	Alcaraz Gonzalo
WP3 Cooperation for value creation	NAVYA	Pierre Chewhan
T3.1 Cooperation with relevant initiatives and projects (national, European, international)	UNIGE	Dimitri Konstantas
T3.2 Community for urban transport automation	Keolis Lyon	Clément Aubourg
T3.3 Standardization and concentration actions	BestMile	Alcaraz Gonzalo
T3.4 Twining with International pilots	NAVYA	Herve Gentil
WP4 Development, Adaptation and integration of Passenger Transport and in-, out-of-, vehicle services	MobileThinking	Mattias Gustarini
T4.1 Transport services (ticketing, reservations, itinerary planning …)	TPG	Jeroen Beukers
T4.2 In-vehicle services	Amobility	Stine Guldmann
T4.3 Out-of-vehicle services	MobileThinking	Mattias Gustarini
T4.4 Integration to the existing public transportation services' platforms	BestMile	Alcaraz Gonzalo
WP5 Command-Control-Communication system	BestMile	Alcaraz Gonzalo
T5.1 Transport management policies' definition	Keolis Lyon	Clément Aubourg
T5.2 Data and fleet coordination and management	BestMile	Alcaraz Gonzalo
T5.3 Adaption of-, and Interfacing with-, existing autonomous vehicle control system	NAVYA	Pierre Chewhan
T5.4 Transport service optimization	BestMile	Alcaraz Gonzalo
WP6 Safety, Security and resiliency evaluation	CEESAR	Clement Val

T6.1 Controlled environment vehicle safety evaluation	AVL	Eric Armengaud
T6.2 Continuous safety evaluation	CEESAR	Clement Val
T6.3 Security and privacy control	UNIGE	Dimitri Konstantas
WP7 Autonomous vehicles for public transport demonstrators	TPG	Jeroen Beukers
T7.1 Real Environment Controlled Site Demonstrators – Geneva	TPG	Jeroen Beukers
T7.2 Real Environment Controlled Site Demonstrators – Lyon	Keolis Lyon	Clément Aubourg
T7.3 Real Environment Controlled Site Demonstrators – Copenhagen	Amobility	Anne Rosa
T7.4 Real Environment Controlled Site Demonstrators – Luxembourg	SLA	Georges Hilbert
T7.5 Deployment site demonstrators	NAVYA	Piere Chewhan
T7.6 Evaluation of Demonstrators and Replicators	CentraleSupélec	Sylvie Mira Bonnardel
WP8 Socio-economic and environmental evaluation	HS PF	Guy Fournier
T8.1 Environmental Impact evaluation	HS PF	Tobias Viere
T8.2 Economic impact evaluation	CentraleSupélec	Danielle Attias
T8.3 Social impact evaluation	HS PF	Guy Fournier
T8.4 Impact results and Sustainability assessment	HS PF	Tobias Viere
WP9 Transition Roadmap for Autonomous Vehicle public transportation	Amobility	Stine Guldmann
T9.1 Recommendations for public authorities	EtatGe-DETA	Virginie Robyr
T9.2 Transition roadmap for service quality, safety and reliability	CEESAR	Philippe Chretien
T9.3 Transition roadmap for cost-attractiveness	HS PF	Guy Fournier
T9.4 Required Smart-city Infrastructure	CERTH	Konstantinos Votis
T9.5 Exploitation of AVENUE's disruption on urban transport automation – Business Development and Planning	Amobility	Stine Guldmann
WP10 Promotion for Impact Creation	UNIGE	Marco Cattaneo
T10.1 Publicity and Dissemination Planning and Review activities	UNIGE	Marco Cattaneo
T10.2 Digital communication and material	CERTH	Konstantinos Votis
T10.3 Mass audience dissemination activities	Amobility	Anne Rose
T10.4 Strategy development for stakeholder opinion shaping	Keolis Lyon	Clément Aubourg
T10.5 Promotion Activities in demonstrators and replicators	CentraleSupélec	Danielle Attias
WP11 Ethical Requirements	UNIGE	Dimitri Konstantas
T11.1 Ethics requirements management	UNIGE	Dimitri Konstantas

8 Appendix B: Financial Reporting - Quarterly Management Report

Reporting Period	01-Q02 (01/05/2018 - 31/10/201	* Select from the Dropdown List
Partner		* Select from the Dropdown List
Funding Rate		

					Effort Reporting
Work Package	**Start M**	**End M**	**PMs spent**	**Category**	**Contentual Reporting**
WP1 Project Management	**1**	**48**	**0.00**	**Travel performed:**	
				Contributed to deliverables:	
T1.1 Project Coordination	1	48		Work Performed:	
				Issues/Deviations:	
T1.2 Technical Coordination	1	48		Work Performed:	
				Issues/Deviations:	
T1.3 Quality & Risk management	1	48		Work Performed:	
				Issues/Deviations:	
T1.4 IPR & Data Management planning	1	48		Work Performed:	
				Issues/Deviations:	
WP2 Requirements and Use Cases	**1,12,30**	**6,18,36**	**0.00**	**Travel:**	
				Contributed to deliverables:	
T2.1 SoA analysis, feasibility study & benchmarking of best practices	1,12,30	6,18,36		Work Performed:	
				Issues/Deviations:	
T2.2 Passenger needs (including PRM) and requirements specification	1,12,30	6,18,36		Work Performed:	
				Issues/Deviations:	
T2.3 Stakeholders identification, expectations and barriers imposed	1,12,30	6,18,36		Work Performed:	
				Issues/Deviations:	
T2.4 Regulatory facilitators and barriers	1,12,30	6,18,36		Work Performed:	
				Issues/Deviations:	
T2.5 Demonstrator use cases definition	1,12,30	6,18,36		Work Performed:	
				Issues/Deviations:	
WP3 Cooperation for value creation	**1**	**48**	**0.00**	**Travel:**	
				Contributed to deliverables:	
T3.1 Cooperation with relevant initiatives and projects (national, European, international)	1	48		Work Performed:	
				Issues/Deviations:	
T3.2 Community for urban transport automation	1	48		Work Performed:	
				Issues/Deviations:	
T3.3 Standardization and concentration actions	1	48		Work Performed:	
				Issues/Deviations:	
T3.4 Twining with international pilots	1	48		Work Performed:	
				Issues/Deviations:	
WP4 Development, Adaptation and integration of Passenger Transport and in-, out-of-, vehicle services	**6**	**40**	**0.00**	**Travel:**	
				Contributed to deliverables:	
T4.1 Transport services (ticketing, reservations, itinerary planning ...)	6	36		Work Performed:	
				Issues/Deviations:	
T4.2 In-vehicle services	6	40		Work Performed:	
				Issues/Deviations:	
T4.3 Out-of-vehicle services	6	40		Work Performed:	
				Issues/Deviations:	
T4.4 Integration to the existing public transportation services' platforms	13	40		Work Performed:	
				Issues/Deviations:	
WP5 Command-Control-Communication system	**6**	**40**	**0.00**	**Travel:**	
				Contributed to deliverables:	
T5.1 Transport management policies' definition	6	30		Work Performed:	
				Issues/Deviations:	
T5.2 Data and fleet coordination and management	6	40		Work Performed:	
				Issues/Deviations:	
T5.3 Adaption of-, and Interfacing with-, existing autonomous vehicle control system	13	40		Work Performed:	
				Issues/Deviations:	
T5.4 Transport service optimisation	15	40		Work Performed:	
				Issues/Deviations:	
WP6 Safety, Security and resiliency evaluation	**6**	**44**	**0.00**	**Travel:**	
				Contributed to deliverables:	
T6.1 Controlled environment vehicle safety evaluation	6	38		Work Performed:	
				Issues/Deviations:	
T6.2 Continuous safety evaluation	6	44		Work Performed:	
				Issues/Deviations:	
T6.3 Security and privacy control	6	44		Work Performed:	
				Issues/Deviations:	
WP7 Autonomous vehicles for public transport demonstrators	**1**	**48**	**0.00**	**Travel:**	
				Contributed to deliverables:	
T7.1 Real Environment Controlled Site Demonstrators – Geneva	1	48		Work Performed:	
				Issues/Deviations:	
T7.2 Real Environment Controlled Site Demonstrators – Lyon	1	48		Work Performed:	
				Issues/Deviations:	
T7.3 Real Environment Controlled Site Demonstrators – Copenhagen	1	48		Work Performed:	
				Issues/Deviations:	
T7.4 Real Environment Controlled Site Demonstrators – Luxembourg	1	48		Work Performed:	
				Issues/Deviations:	
T7.5 Deployment site demonstrators	25	48		Work Performed:	
				Issues/Deviations:	
T7.6 Evaluation of Demonstrators and Replicators	1	48		Work Performed:	
				Issues/Deviations:	
WP8 Socio-economic and environmental evaluation	**6**	**48**	**0.00**	**Travel:**	
				Contributed to deliverables:	
T8.1 Environmental Impact evaluation	6	48		Work Performed:	
				Issues/Deviations:	
T8.2 Economic impact evaluation	6	48		Work Performed:	
				Issues/Deviations:	
T8.3 Social impact evaluation	6	48		Work Performed:	
				Issues/Deviations:	
T8.4 Impact results and Sustainability assessment	6	48		Work Performed:	
				Issues/Deviations:	
WP9 Transition Roadmap for Autonomous Vehicle public transportation	**25**	**48**	**0.00**	**Travel:**	
				Contributed to deliverables:	
T9.1 Recommendations for public authorities	25	48		Work Performed:	
				Issues/Deviations:	
T9.2 Transition roadmap for service quality, safety and reliability	25	48		Work Performed:	
				Issues/Deviations:	
T9.3 Transition roadmap for cost-attractiveness	25	48		Work Performed:	
				Issues/Deviations:	
T9.4 Required Smart-city infrastructure	25	48		Work Performed:	
				Issues/Deviations:	
T9.5 Exploitation of AVENUE's disruption on urban transport automation – Business Development and Planning	25	48		Work Performed:	
				Issues/Deviations:	
WP10 Promotion for Impact Creation	**1**	**48**	**0.00**	**Travel:**	
				Contributed to deliverables:	
T10.1 Publicity and Dissemination Planning and Review activities	1	48		Work Performed:	
				Issues/Deviations:	
T10.2 Digital communication and material	1	48		Work Performed:	
				Issues/Deviations:	
T10.3 Mass audience dissemination activities	1	48		Work Performed:	
				Issues/Deviations:	
T10.4 Strategy development for stakeholder opinion shaping	1	48		Work Performed:	
				Issues/Deviations:	
T10.5 Promotion Activities in demonstrators and replicators	1	48		Performed:	
				Issues/Deviations:	
WP11 Ethical Requirements (M1-M48)	**1**	**48**	**0.00**	**Travel:**	
				Contributed to deliverables:	
T11.1 Ethics requirements management	1	48		Work Performed:	
				Issues/Deviations:	
TOTAL			**0.00**		

Cost Estimation	
PERSONNEL COSTS	
COSTS OF SUBCONTRACTING	
COSTS OF TRAVEL AND RELATED SUBSISTENCE ALLOWANCES	
DEPRECIATION COSTS FOR EQUIPMENT, INFRASTRUCTURE OR OT	
COSTS OF OTHER GOODS AND SERVICES	
Total Direct Costs	€ 0.00
Indirect Costs	€ 0.00
TOTAL	€ 0.00
TOTAL EU Req.Con.	€ 0.00