A leap towards SAE L4 automated driving features

D7.1 Project Handbook
## 27th January 2023

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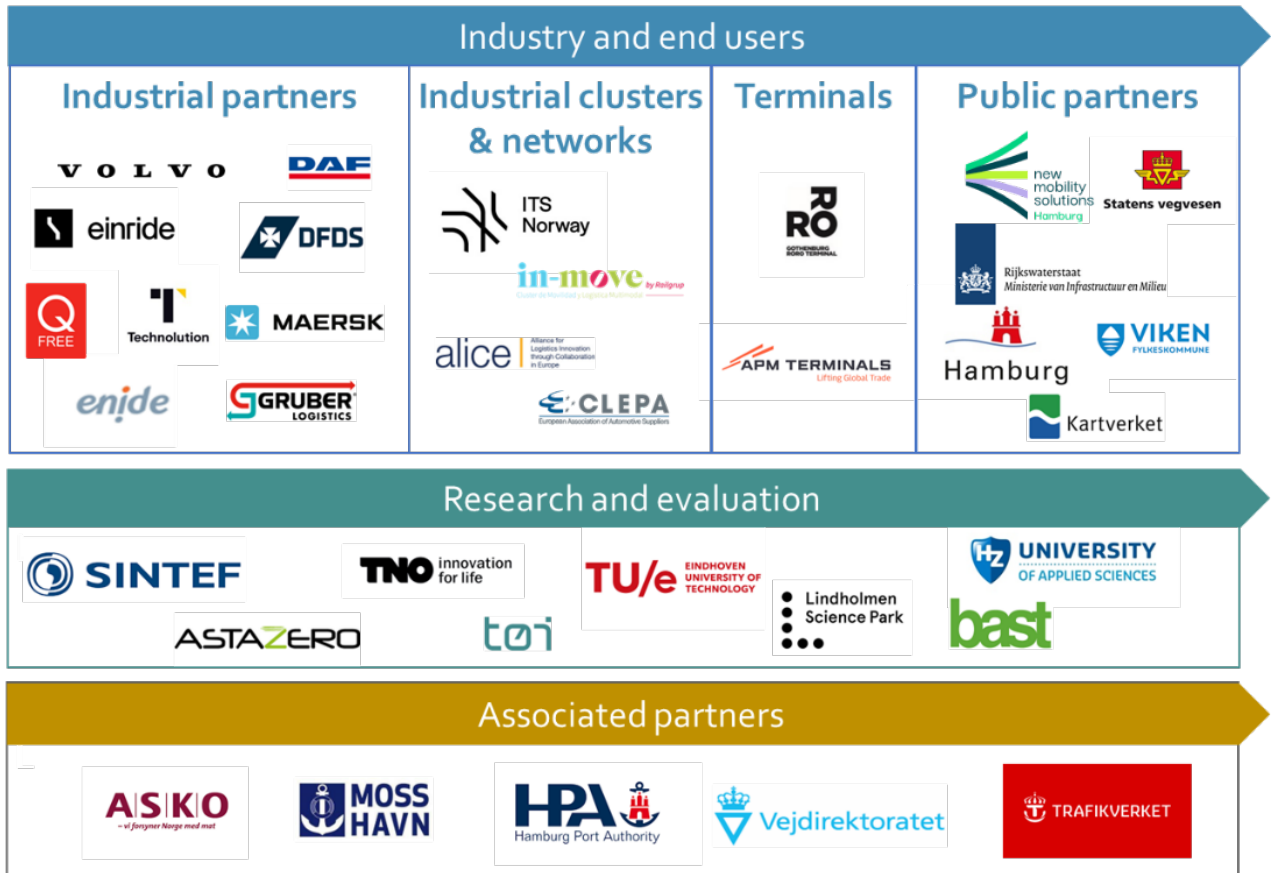
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Table of Contents

List of Figures

List of Tables

Glossary of terms and abbreviations used

Abbreviation / Term	Description
ALI	ALICE
AZ	ASTAZERO
CA	Consortium Agreement
CPM	Critical Path Method
DoA	Description of Action
EB	Executive Board
EC	European Commission
GA	General Assembly
GE	Germany
INM	IN-MOVE
ITSN	ITS NORWAY
MC	Motorway Corridor
NDA	Non-Disclosure Agreement
NL	The Netherlands
NO	Norway
PM	Person Month
SBG	Stakeholder Board Group
SE	Sweden
SIN	SINTEF
T	Task
TL	Task Leader
TNO	TNO
TOI	TØI
UC	Use Case
UCD	Use Case Deputy
UCL	Use Case Leader
VOLV	VOLVO
WP	Work Package
WPD	Work Package Deputy
WPL	Work Package Leader

1 Executive Summary

The Project handbook of the MODI project is based on Annex I of the Grant Agreement, the "Description of Action" (DoA) and further agreements proposed by the Management Team and discussed during the Kick-Off Meeting and Executive Board meetings.

The project handbook covers a detailed explanation of project governance, meetings, quality assurance, the work plan, risk management, reporting, communication, dissemination and exploitation rules, and confidentiality.

This project handbook is meant as the guide for the project and will therefore be reviewed and updated if deemed required with updated information in an annex.

The – most recent version of the – document will be available for the consortium members via the MODI-archive platform. If a new person joins the MODI consortium, this document will serve as a guide for them to get familiar with the project management structure and to know where they can find specific information related to project management procedures.

2   Introduction

The purpose of this document is to serve as a project handbook for the entire MODI consortium, and to use as a reference point for all project management-related procedures. This document will reflect on project meetings (as part of governance), quality management and assurance, risk management, the work plan, reporting, communication and dissemination rules, and confidentiality.

This document is an addition to the MODI Grant Agreement and the MODI Consortium Agreement. Throughout this document, references will be made to both documents.

If a new person joins the MODI consortium, this document will serve as a guide for them to get familiar with the project management structure and to know where they can find specific information related to project management procedures.

2.1   Mapping MODI Outputs

The purpose of this section is to map MODI's Grant Agreement commitments, both within the formal Deliverable and Task description, against the project's respective outputs and work performed.

Table 1: Adherence to MODI's GA Deliverable & Tasks Descriptions

MODI GA Component Title	MODI GA Component Outline	Respective Document Chapter(s)	Justification
DELIVERABLE			
D7.1 Project Handbook	Project handbook describing the procedures and tools for use internally in the Consortium to facilitate communication and ensure the quality of deliverables.	Chapters 3 – 8	This deliverable describes the procedures and tools used for the project coordination and management. In this document, references to the Grant Agreement and the Consortium Agreement are made, to ensure that document complies with the rules and agreements made in the contractual documents.
TASKS			
T7.2 Operational Management	This task deals with the general project management and activities, ensuring the timely and qualitative achievement of the MODI results, the project's financial and risk management, and interfaces to the Commission. The Project Handbook summarises procedures for management, quality management, assurance and control, risk	Chapters 3 – 8	This deliverable describes the procedures and tools used for the project coordination and management. In this document, references to the Grant Agreement and the Consortium Agreement are made, to ensure that document complies with the rules and agreements made in the contractual documents.

	management, reporting and cost follow-up.		
	The Project Handbook applies to all partners in the project to facilitate the effective and efficient contribution and reporting while complying with the contractual framework and best management practices.		
	The management activities must be adapted to the project's needs as it evolves.		

2.2 Deliverable Overview and Report Structure

This deliverable is organized as follows:

- Chapter 3 addresses Project Governance, describing the roles and meeting structure
- Chapter 4 presents the quality assurance strategy, focusing on the deliverable review process
- Chapter 5 covers risk management, including critical paths
- Chapter 6 presents the detailed work plan
- Chapter 7 describes the reporting structure, covering periodic reporting to the European Commission, continuous reporting, and interim internal reporting. Furthermore, the financial management tool EU-FIN is presented
- Chapter 8 briefly explains the rules for communication and dissemination
- Chapter 9 provides a brief overview of the confidentiality references
- Chapter 10 presents concluding remarks on the project handbook

2.3 Linkage to other Project Outputs

Table 2: Linkage to other Project Outputs

MODI GA Component Title	Contribution and Value of linkage
D7.1	This deliverable interacts with all other WPs, in that it sets out the rules and procedures on how to work together, how the quality assurance will be implemented, and how to communicate with each other.

3 Governance

Within the MODI project, the following governance structure will be maintained (see *section 6 Governance structure* of the Consortium Agreement):

- The General Assembly as the ultimate decision-making body of the consortium. The General Assembly consists of one representative of each partner.
- The Executive Board as the supervisory body for the execution of the Project, which shall report to and be accountable to the General Assembly. The Executive Board comprises the Coordinator, the Work Package Leaders, the Use Case Leaders, the Vehicle Providers, and representatives of the Parties appointed to it by the General Assembly.
- The Coordinator as the legal entity acting as the intermediary between the Parties and the Granting Authority. In addition to its responsibilities as a Party, the Coordinator shall perform the tasks assigned to it as described in the Grant Agreement and the Consortium Agreement.

This structure and the interaction between the different Consortium Bodies are depicted in Figure 1 below.
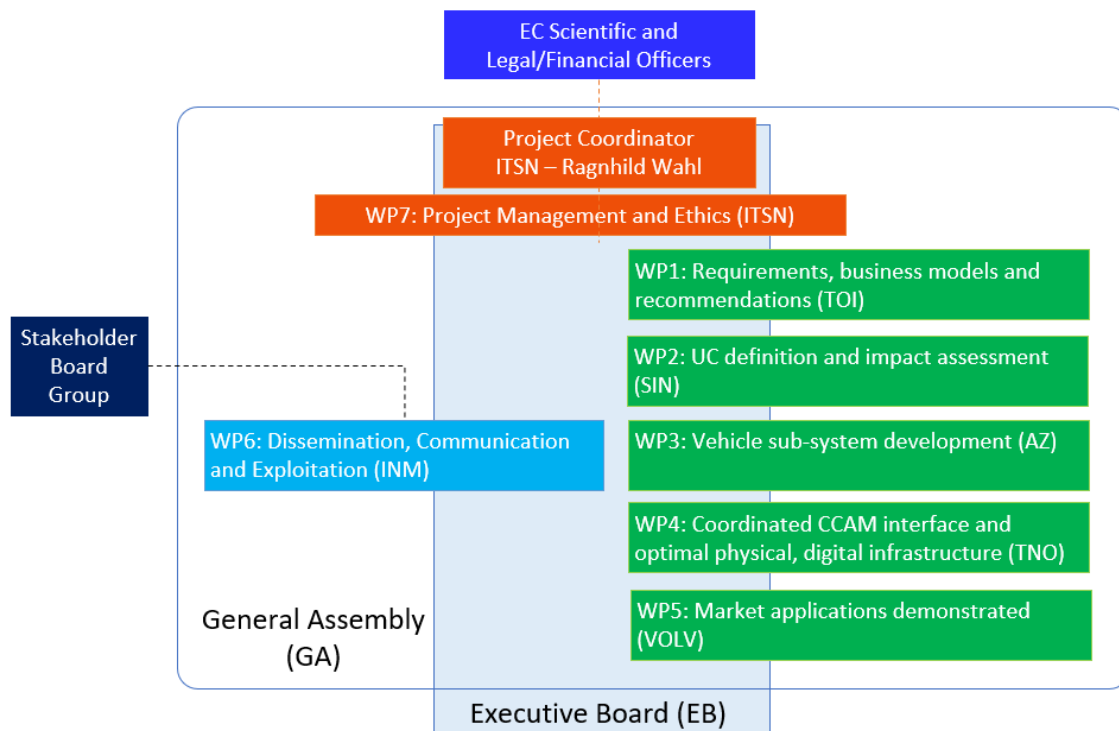
Figure 1: MODI Governance Structure

Each Consortium Bodies' specific roles and responsibilities can be found in the MODI Consortium Agreement (CA) under *Section 6 Governance structure*. Within the MODI project, a Stakeholder Board Group (SBG) comprised of experts within the field that are not part of the Consortium shall provide and give input to the Project activities. More on the role and function of the SBG can be found under *Section 6.5 Stakeholder Board Group* of the CA.

3.1 Project Meetings

Within the project's lifetime, dedicated meetings will be planned to help monitor the project's progress, inform partners about the results, plan the project strategy, and make decisions related to the project. There will be different meetings for the General Assembly, the Executive Board, the Stakeholder Board Group, and the review meetings with the European Commission.

All project meetings' minutes and presentation slides will be posted on Teams, allowing everyone to access the points and content discussed.

3.1.1 General Assembly Meetings

The General Assembly (GA) meetings require at least one representative per partner to be present. The GA meetings will take place twice a year, aiming to have a physical meeting with the entire consortium at least once a year. The physical meetings will be combined with on-site visits of some partners to see the latest project progress and results.

The tentative planning of the GA meetings can be found in Table 3 below. The most up-to-date version of the meeting planning can be found on Teams.

Table 3: MODI GA Meetings

GA No.	Month	Date	Online	Physical	Host	Location
1 (KOM)	2	November 2022		x	ITSN	Oslo, Norway
2	7	April 2023	x		x	Online
3	12	September 2023		x	tbd	
4	18	March 2024	x		x	
5	24	September 2024		x	tbd	
6	30	March 2025	x		x	
7	36	September 2025		x	tbd	

3.1.2 Executive Board Meetings

The Executive Board (EB) will meet more regularly than the GA. The purpose of the EB meetings is for the Work Package Leaders (WPL) and the Use Case Leaders (UCL) to provide an update on the progress within their respective Work Package (WP) and Use Case (UC). Also, the WPL and UCL are expected to flag any foreseen risks and delays that are expected within their WP/UC. The WPL and UCL are responsible for gathering all the input from their respective (sub)task leaders before each EB meeting. The vehicle providers are also present in the EB meetings to provide their expertise and feedback on how the project is progressing.

The EB meetings will be held virtually via Teams and will take place monthly, **on the first Thursday of the month, from 09:00 to 11:00**. The most up-to-date version of the meeting planning can be found on Teams.

The EB meetings will follow a set agenda, which can be altered, if necessary, until two calendar days prior to the meeting (see *section 6.2.2. of the CA*). The set agenda can be found below:

1. Overall project coordination topics
2. Progress report WPs
3. Progress report Use Cases

4.   Risks and challenges
5.   Follow up on action points
6.   Any other business

3.1.3   Review Meetings

The MODI project has three official reporting periods. This means there will be three review meetings with the European Commission to discuss and reflect upon the last submitted technical and financial periodic report. In agreement with the EC Project Officer, a date for a review meeting will be set in which the periodic report will be discussed. The review meeting could be based on the final submitted version or an earlier draft version of the periodic report.

The participants in the review meeting will consist of the project officer/advisor from the EC, the project Coordinator, and the Work Package Leader (WPL) or Work Package Deputy (WPD) of each Work Package. If necessary, other members can be invited to attend the review meeting.

The meetings will most likely be physical. Initial planning of the review meetings can be found below. This will be updated during the project, and timely communicated to the participants of the review meeting and can be found on Teams.

Table 4: MODI Review Meetings

Review No.	Review period	Month	Date	Online	Physical	Location
1	M1 – M18	20	May 2024		x	Brussels
2	M18 – M30	32	May 2025		x	?
3	M30 – M42	44	May 2026		x	?

3.1.4   Stakeholder Board Group meetings/workshops

As stated in the Description of Action Annex I (Part A), three workshops for the Stakeholder Board Group (SBG) will be planned and organised as part of task T6.1:

Table 5: MODI SBG Meetings

SBG No.	Month	Date
1	10	July 2023
2	20	May 2024
3	36-42	?

The content of these meetings will be defined within T6.1 and in good alignment with the EB.

4 Quality Management and Assurance

A good quality assurance strategy is essential to ensure a consistent quality of tasks performed in the MODI project and of the project results within the project. We have developed a strategy focusing on three aspects: 1) deliverables, 2) risks, and 3) critical paths. This Chapter covers the deliverables, while risks and critical paths are addressed in Chapter 5.

4.1 Deliverable Review Process

The term "deliverables" refers to the formal MODI project deliverables as described in the Grant Agreement Annex I (Part A). An overview of all MODI deliverables can be found in Teams. In the Deliverable list, the lead beneficiaries responsible for the deliverables have appointed expert internal reviewers to ensure the quality of the deliverables. The review will be done on different levels: 1) on a task level, 2) on a WP level, and 3) on a project level. Having a review process on the three different levels will ensure a high quality of the technical content of the deliverable, a good fit within the WP of the respective deliverable and a check if the task description has been followed correctly, and consistent formatting and overall fit with the project objectives.

The respective WPL will conduct the review of the deliverable on a WP level. In some cases, the WPL is also the lead beneficiary of the deliverable. In this case, an extra expert will review the deliverable to ensure enough scrutiny of the content. The technical expert(s) who will review the deliverable has been selected by the WPL on the following criteria: 1) they are from the consortium, 2) they are not directly involved in the writing of the deliverable, and 3) they either have expert knowledge of the content and/or they will be using the output from the deliverable in their own task(s). Lastly, the Project Coordinator (ITSN) will review the deliverable on an overall project level.

In the table below, the role of each actor in the deliverable review process is described, with their tasks and responsibilities, in chronological order.

Table 6: Roles of Deliverable Reviewers

Role in the Deliverable Review Process	Task/Responsibility
Co-Author(s)	• Writing deliverable – responsible for technical content
Lead Beneficiary	• Gather the text/input from all partners who are writing on the deliverable • Responsible for the (technical) quality and format • Responsible for on time delivery / reporting of expected delays • Send a consolidated draft deliverable to the WPL for review
Work Package Leader	• Ensure a good fit of the deliverable within the WP • Check if the task descriptions and WP objectives as described in the DoA have been sufficiently met. • Check the organization/structure of the document • Send the draft deliverable, including changes made by the lead beneficiary (if any), to the (technical) expert reviewer(s)
Technical Expert Review	• Check the technical content

Quality Review by Coordinator	• Check the fit with DoA and project objectives • Check if the deliverable meets the EC quality criteria
Submission by Coordinator	• Approve the deliverable • Submit the deliverable on time to EC via the SyGMa portal

Each Reviewer will use the standard review form (see Annex 1 of this document) to document their review findings. After reviewing, the Reviewer sends their comments to the Lead Beneficiary. The Lead Beneficiary and the Co-Author(s) revise the Deliverable according to the quality assurance review form within a maximum of seven days after receiving the review request. The WPL ensures that the requested updates/improvements are implemented by the Author(s). The Project Coordinator performs the final review.

Once the Project Coordinator approves the Deliverable, the Project Coordinator/Management Team submits the Deliverable to the EC in electronic form (PDF) via the SyGMa portal. The project Management Team stores the submitted deliverables on Teams.

All deliverables will show to have followed the Quality Assurance procedure by including in the deliverable itself the review form and the names of the persons who have performed the quality review.

A template for deliverables will be provided by beneficiary/project partner INM (WP6 Leader). This template will include the following sections, which are mandatory for all technical deliverables:

- Public Executive Summary to be used directly for publication
- Normally, a maximum of 25 pages of real content on the technical developments, with a clear description of what work was done, the results and a discussion of why certain decisions were taken, based on the provided technical information.
- Risk table with real risks and an elaboration on the risks
- Conclusions and recommendations for future work
- Annexes to detail the results if needed

4.1.1   Timing

Table 7 below shows the schedule which should be followed for all the reviewers involved in the review process (for the review criteria, see Annex 1).

Table 7: Deliverable Review Timing Adherence to MODI´s GA Deliverable & Tasks Description

Role in the Deliverable Review Process	Timing
Co-Author(s)	• Provide their input XX calendar days before submission deadline (timing to be decided and communicated by the lead beneficiary).
Lead Beneficiary	• Provide a first draft XX calendar days before submission deadline (timing to be decided and communicated by the WPL).

Work Package Leader	• Send a reviewed full draft to the Expert Reviewer(s) **30 calendar days** before the submission deadline.
Technical Expert Review	• The Technical Expert Reviewer(s) have **7 calendar days** to review the document and send it back to the Lead Beneficiary. The Lead Beneficiary and Co-Author(s) have **7 calendar days** to implement the provided suggestions and send a consolidated draft to the Coordinator for quality review **15 calendar days** before deadline.
Quality Review by Coordinator	• The Coordinator has **7 calendar days** to review the document. The Lead Beneficiary has **5 calendar days** to implement the provided suggestions and send the final draft to the Coordinator **3 calendar days** before submission deadline.
Submission by Coordinator	• The Coordinator has to submit the final deliverable on the submission deadline.

5 Risk Management

Although the failure risk probability of MODI is considered moderate, it goes without saying that risk factors in the project's work plan should be analysed continuously. The Project Coordinator (ITSN), in close cooperation with the Executive Board, will monitor the risks on **a monthly basis**, identified by applying risk management procedures that entail a systematic and informed understanding of relevant risks, an assessment of their relative priority, a rigorous approach to monitoring and controlling them. This process seeks to maximise the chances of achieving objectives, ensuring all project members are aware and contribute to finding solutions. Furthermore, risks occasionally allow for the exploitation of the opportunities that uncertainty brings, taking stock of new and unforeseen possibilities. WP7 contains a task that addresses risk management (T7.2). To minimize risks, partners have already identified possible risks at the start of the project. However, there is a strong need to monitor any risks that might arise during the project's lifetime.

5.1 Risk Assessment

As part of the risk assessment strategy, the risk table in Annex 2 is monitored and updated by the Project Coordinator, with input from the EB, after each EB meeting to ensure that risks are timely identified, and contingencies are developed as early as possible. Next, all partners will assess and report risks as part of the interim reports. All project partners should identify the project risks they have encountered or foresee and give input to the interim reports about those risks. The risks must be defined and reported through the progress report template, indicating its risk likelihood, impact, mitigation and contingency plan, responsible partner and in what period of the project the risk is valid and should be monitored. Examples of typical risks in a research project are:

- Technological risk
- Partnership risks
- Market/supplier risks
- Legal risks
- Management risks
- Financial risks
- Environmental/regulation /safety risks

5.1.1 Risk likelihood

The likelihood that the risk will occur in the project's lifetime has to be identified for each risk. This is important to help anticipate the occurrence of risks within the MODI project. When completing the Risk Table, a risk likelihood category from below must be selected:

- **Very high**: Risk event expected to occur
- **High:** Risk event more likely than not to occur
- **Probable:** Risk event may or may not occur
- **Low:** Risk event less likely than not to occur
- **Very Low:** Risk event not expected to occur

5.1.2 Risk Impact

The level of impact the risk will have on the rest of the project has to be identified for each risk. Here, it is essential to consider the interdependencies between different tasks and deliverables. But also, the project's objectives and goals. For each risk, the level of impact must be identified:

- **Very serious:** The risk would jeopardize the project's continuity or significantly affect the project outcomes. A very serious impact would be that the project needs to be stopped.

- **Serious:** The risk would jeopardize the project's continuity or significantly affect the project outcomes. Usually, when a serious impact risk occurs, there is a need to change the project contract through an amendment. For example, one of the partners leaves the project.
- **Moderate:** The risk significantly impacts the project, but it is perceived that the project objectives will still be achieved. For example, late delivery of equipment will lead to 6 months delay.
- **Slight:** The effect on the project is minor. For example, a task leader leaves the project.
- **Low:** The effect on the project is negligible. For example, a shift of budget between partners.

5.1.3 Risk Level

The risk likelihood, together with the risk impact, will determine the risk level of a risk. The risk level is categorized into three levels:

- Critical
- Moderate
- Marginal

The scheme below (Table 8) illustrates how the risk level is determined. Risks that fall into the red-shaded cells of the matrix are the highest priority (i.e., 'critical') and should receive the majority of risk management resources during response planning and risk monitoring/control. Risks that fall into the yellow-shaded cells of the matrix are the next highest priority (i.e., moderate), followed by risks that fall into the green-shaded cells (i.e., marginal).

Table 8: Risk Level Scheme

Likelihood	Impact				
	Low	Slight	Moderate	Serious	Very serious
Very high	🟩	🟨	🟥	🟥	🟥
High	🟩	🟨	🟨	🟥	🟥
Portable	🟩	🟩	🟨	🟥	🟥
Low	🟩	🟩	🟨	🟨	🟥
Very Low	🟩	🟩	🟩	🟩	🟨

Every risk will be assigned an owner during response planning. The risk owner will be responsible for coming up with good mitigation actions and if needed contingency actions and monitoring the development of the risk. Risks with a marginal risk level in general do not have to be followed up. However, all risks should be assessed regularly to determine if the risk level has changed

5.2 Critical Path

The critical path method (CPM) is a technique where you determine the tasks required to complete the project and determine scheduling flexibility. A critical path in project management is the longest sequence of activities that must be completed in time to complete the entire project. Any delay in tasks on the critical path delays the rest of the project. In Figure 2, the longest sequence of activities counts to 9 days (the orange pathway). This is the critical path, in which all the other activities must be completed. For example, Task B could delay a maximum of 3 days because it will still fall within the 9 days of the critical path.

CPM is about discovering the most critical tasks in the project timeline, identifying the task dependencies, and calculating the duration of the tasks. The risk assessment together with the input/output table, as described in Section 6.1 of this document, will help determine the critical path. The Project Coordinator will keep track of the critical path during the project lifetime and can present the critical path during General Assembly meetings and/or EB meetings.
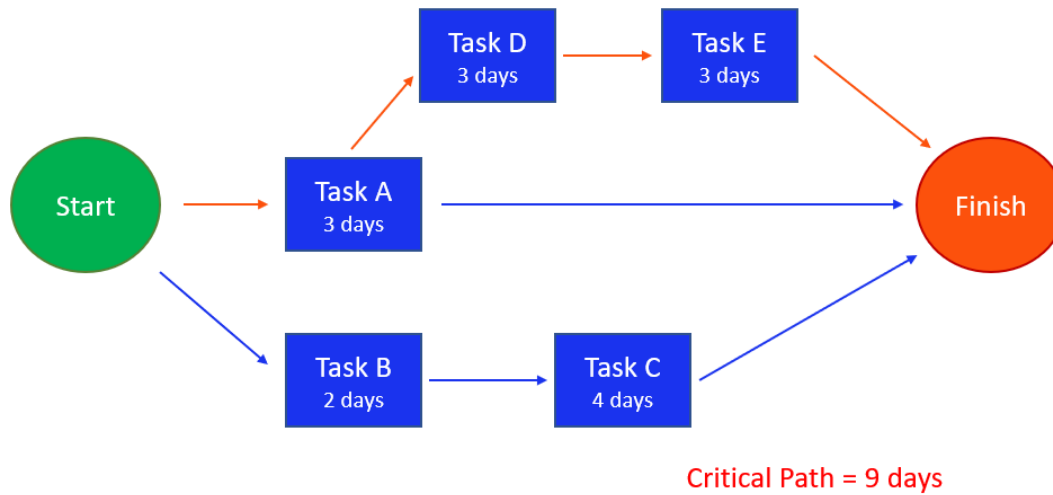

Figure 2: Critical Path Example

6 Detailed Work Plan

The work plan for the MODI project can be found in the Description of Action (DoA) of the Grant Agreement (Annex 1 – Part A). All Work Package (WP) descriptions, including tasks and subtasks, are described there. Below is a short overview of the different WPs and how they interact.
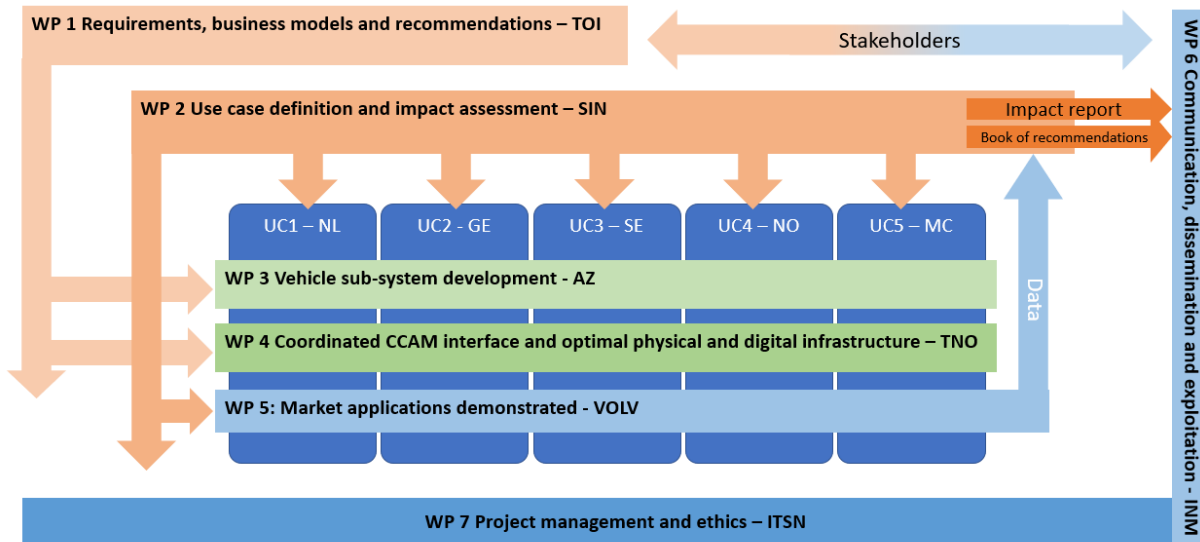

Figure 3: MODI WP Interactions

6.1 Input/Output on WP Level

The DoA does not in detail describe the interactions between other (sub)tasks and deliverables. Therefore, all WPL have filled out a detailed input/output table where they describe on a (sub)task level the specific inputs their WP needs, from whom, and when, and which output they will generate for whom and when.

This input/output table will help with the risk assessment and identifying the critical path. The table clarifies the interdependencies between the different tasks and WPs; thus, it can easily be identified how any delay will impact the rest of the project.

For each WP, the table shows the following:

- Timing of (intermediate) results
- Type of results (products/reports)
- Which beneficiary provides input and receives the output
- Relation to other tasks and work packages
- Relation to deliverables

Table 9: Input/Output table

TX.Y [task name]: [task leader], [other beneficiaries]	INPUTS / OUTPUTS	Description	From / to	Input / Output Generator	Input / Output reciever	Deadline	Type	Specific requests	Related deliverable
[sub task x.y.z name]	I1: [what is needed for performing this task]	[more detailed description]	[task x.y]	[beneficiary]	[beneficiary]	Project month M[X]	[report / model / component / hardware / software / product / etcetera		D[X.Y]
	O1: [what is the output of this task]	[more detailed description]	[task x.y]	[beneficiary]	[beneficiary]	Project month M[X]	[report / model / component / hardware / software / product / etcetera		D[X.Y]

7   Reporting

Within the MODI project, there will be three types of reporting: 1) periodic reporting to the European Commission, 2) continuous reporting, and 3) interim internal reporting. In the below sections, all reporting periods will be briefly explained. The last section of this chapter describes the financial management tool EU-Fin, which partners will use throughout the project.

7.1   Periodic Reporting

For the MODI project, three reporting periods have been established by the European Commission: P1 (M1-M18), P2 (M19-M30), and P3 (M31-M42). The periodic reports (technical and financial) must be submitted by the Project Coordinator to the EC within 60 days following the end of the reporting period. The periodic reports will be prepared based on the input of all partners. Further details on the official reporting periods can be found in Article 21 – *Reporting*, of the Grant Agreement.

The Project Coordinator will coordinate and instruct the project partners on the periodic reporting process.

7.2   Continuous Reporting: Deliverables and Milestones

The Project Coordinator will need to submit the Deliverables and Milestones identified in Annex 1 of the Grant Agreement in accordance with the timing and conditions set out therein. More information on the monitoring, preparation, quality review and submission of Deliverables and Milestones can be found in Section 4.

7.3   Internal Interim Reporting

All consortium partners are requested to complete short internal progress reports at defined intervals. Internal reports until M15 are scheduled in the table below.

Table 10: Internal Interim Reporting schedule

Internal Progress Report No.	Report period	Month period	Month period
1	M1 – M8	M9	15th June 2023
2	M9 – M15	M16	15th January 2024

Internal reports for the period after M15 will be defined after payment based on the first Periodic Report to the European Commission.

The internal reports should present progress, risks and budget estimates and indicate any problems regarding meeting deadlines and completing the work as planned. The internal progress report aims to set up and maintain an 'early-warning' system (for possible technical and financial risks) via clear, simple, and transparent procedures. Reporting will involve:

- Progress made in the partner's work in specific WPs and deviations from the DoA (if any)
- Status of Deliverables
- Status of Milestones
- Updated risk assessment (see Section 5)
- Financial report (via EU-fin, see Section 7.4): a simple overview (per partner) of the costs and Person Months (PMs) spent in the reporting period, including detailed justifications of "other costs". Deviations from the estimated budget in Annex 2 of the Grant Agreement should also be reported.

Furthermore, WP Leaders may be requested to provide a brief report on the major achievements, foreseen and unforeseen risks, and problems encountered (critical or not critical) in the WP during the reporting period. The internal progress reports will be discussed during GA meetings when relevant or deemed necessary.

7.4   Financial Management Tool (EU-Fin)

For MODI, a financial management tool called EU-Fin will be used. EU-Fin is designed for Horizon Europe projects, for partners to report their actual costs and Person Months (PM) on a WP level. The tool will serve as an early warning system for the project partners, the WP Leaders, and the Project Coordinator to keep track of the project's financial progress. Partners will report in EU-Fin for the **interim report** and **periodic report**. The data from EU-Fin will also be used in the reporting to the EC.

The Project Coordinator will support the project partners with the financial reporting and use of EU-Fin.

All partners will be asked to report estimates of their financial expenses in EU-Fin according to the reporting periods presented in sections 7.1 – 7.3. The Project Coordinator will send an email shortly after the period is over. This email sets a deadline for the partner to report their financial figures in EU-Fin. Guidelines on how to use EU-Fin will be distributed to all partners by the Project Coordinator before the first interim report. The EU-Fin login interface is shown below:
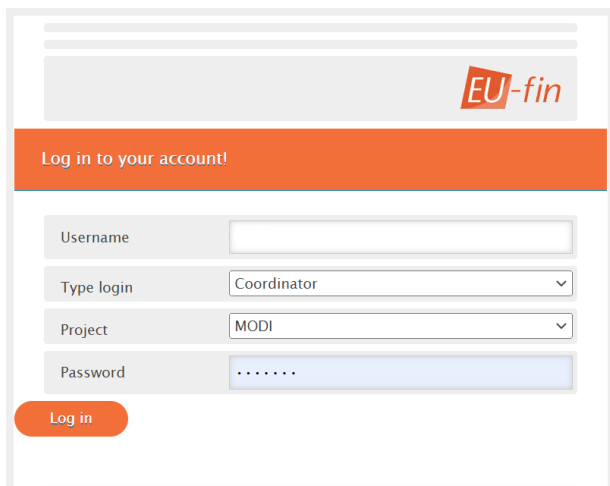

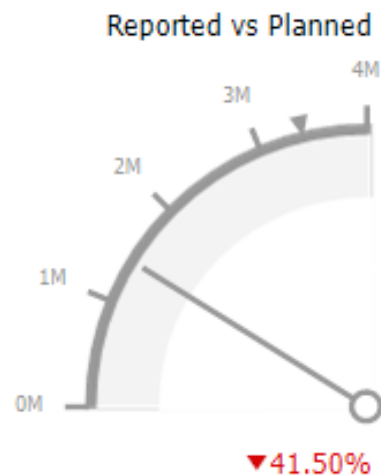Figure 5: EU-Fin Login Interface

Figure 4: EU-Fin Example Dashboard

Once the deadline has passed, the Project Coordinator makes up the technical report, including the financial figures reported. A summary of the PMs per partner, per WP, is inserted into the progress reports.
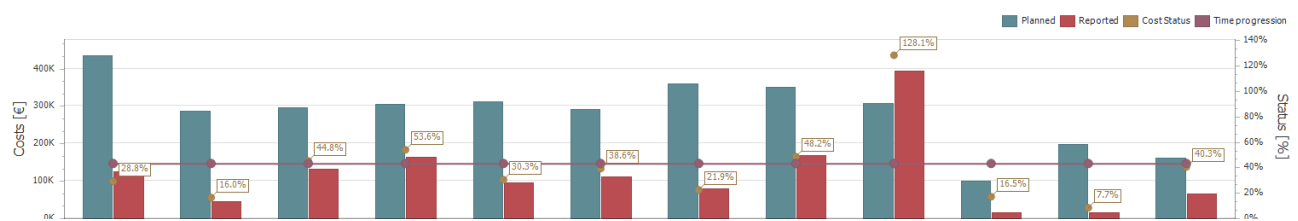

Figure 6: EU-Fin Example Cost Expenditures per Partner

The EU-Fin tool allows the Project Coordinator and management support team to automatically generate cost reports which compare the actual project expenses with the estimated budget per beneficiary, WP, task, etc. Other functionalities include creating charts for comparing deliverables planned vs. actual, budget planned vs. budget spent, etc.
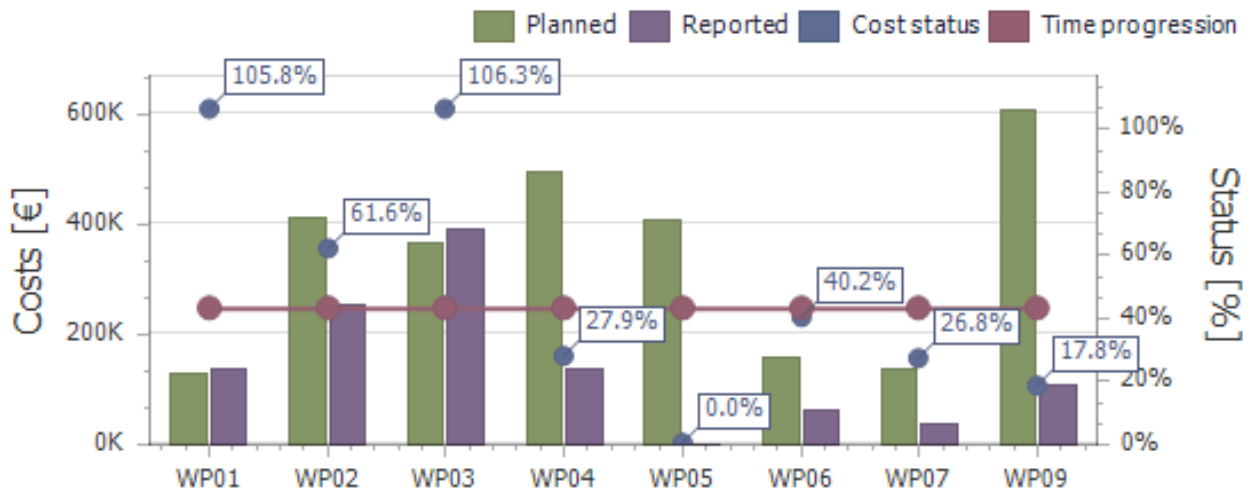
Figure 7: EU-Fin Example Cost Overview per WP

A full manual on how to use EU-Fin, will be available on Teams.

Details on the conditions which must be met for the cost and contributions to be eligible are set out in the Grant Agreement Article 6 *Eligible and ineligible costs and contributions*.

7.5 Impact Evaluation Management

The granting authority may conduct impact evaluations of the action, measured against the objectives and indicators of the EU programme funding the grant, as described in the Grant Agreement Article 26. The Coordinator or beneficiaries must provide relevant information to evaluate the action's impact, including information in electronic format. This requires both internal and management procedures by the principles and rules set out in sections 7.1, 7.2, 7.3, and 7.4.

8 Communication, Dissemination, and Exploitation

This chapter briefly explains the rules for communication and dissemination. WP6 will provide a more detailed and extensive strategy for communication and dissemination in Deliverable D6.2 (Communication and Dissemination Strategy) and D6.3 (Updated Communication and Dissemination Strategy). Within WP6, a general MODI presentation will be created, which can be shared with a broader audience. This presentation will be available on Teams.

8.1 Rules for Internal Communication

The MODI project aims to be open, transparent, and clear for internal communication. Concretely, this means that for e-mails, all project partners should:

- Start their message subject with: MODI
- Use Teams for sharing documents and copy the Teams link into the email
- Make clear what you expect from others (detail, timing, how to receive)
- Confidentiality: clearly state in your messages if the information/document is confidential.

Also, to avoid spamming the wrong person with project information not intended for them, the MODI contact list should be consulted to select the right group of people as recipients of the email.

8.1.1 Contact list

The MODI contact list has been set up by ITSN and is available on Teams. The contact list is a living document, that will be updated regularly when a person leaves the consortium or when a person joins the consortium. The project partners are responsible for keeping the list accurate and up to date. If a person leaves the consortium and/or if a person joins the consortium, the respective project partner needs to fill out the template below with the correct members. The template is designed to include all necessary information, like email address, phone number, role in the project, and involvement in which WP.

Table 11: Contact List Template

Full Name	Email Address	Phone 1	Phone 2	Main	CC	Financial/ Legal	Other (role)	WP1	WP2	WP3	WP4	WP5	WP6	WP7

Explanation of roles:

- **Main =** Main contact person. They will receive all official communication regarding the project and will be invited to participate in the GA meetings.
- **CC =** The deputy(s) to the main contact person. They will also receive all official communication regarding the project and will be invited to participate in the GA meetings.
- **Financial/Legal** = They will receive all communication regarding the financial reporting and/or legal issues. If the financial person is different than the legal person, please identify BOTH!
- **Other*** = These are team-members, for example technical colleagues etc. If you include them into the contact list, please identify their role!

- For the WPs you are involved in, please include the following:
  - **WPL** = Work Package Leader (if applicable)
  - **WPD** = Work Package Deputy to the WPL (if applicable)
  - **UCL** = Use Case Cluster Leader, please identify for WHICH UC you are the UCL (if applicable)
  - **UCD** = Use Case Deputy, please identify for WHICH UC you are the deputy (if applicable)
  - **TL** = Task Leader (if applicable)
  - **x** = involved in the WP

The completed contact list table will be available on Teams, so persons can be added/removed to/from Teams and to/from the contact list.

8.1.2 Templates

The project will provide several templates with specific uses. Partner INM (WPL 6) is responsible for the delivery of these templates. The templates are available on Teams for everyone to download. The following templates have been created:

- A deliverable template
- A front-page template
- A meeting agenda template
- A meeting-minutes template
- A review report template
- A main presentation slide template
- A meeting presentation slide template
- A WP progress presentation slide template
- A signature email template

8.1.3 Project Archive + Online Work Environment

To store all project-related documentation and information, MODI has set up a project archive on Teams. In the 'General' file on Teams, all consortium members can find the official documentation of the project, including:

- Contact List
- Contractual
  - Consortium Agreement
  - Grant Agreement
  - NDA Associated Partners
  - NDA Stakeholder Board Group
- Deliverables
  - Draft for Reviewer(s)
  - Submitted Deliverables
- Finance + budget
- Meetings
  - Executive Board
  - General Assemblies
  - Review Meetings
- Reporting
  - Interim Reports
  - Periodic Reports
- Templates

![MODI logo]

The files in 'General' on Teams are read-only files for the consortium members. Only the coordination team will have full access to edit and upload the files. If a file should be changed or removed, the project partner needs to send a request via email to the Project Coordinator.

The MODI Teams also hosts separate channels per Work Package. Each WP has its own channel, for which the WPL is responsible. The WPL can arrange the file structure as they please. However, it should be clear and well-ordered, so that the project partners can find the correct information.
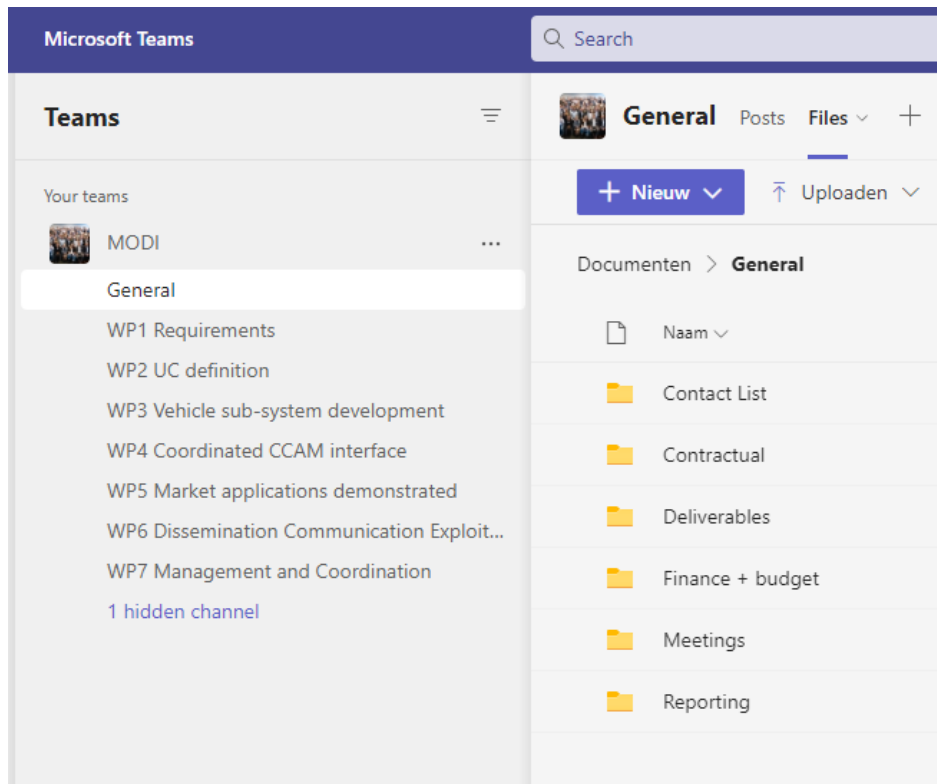

Figure 8: MODI Teams Environment

When sending a link to a specific document on Teams to project partners via email, it should be checked that the 'Link settings' are set for 'people with existing access' on Teams. See the image below for instructions.

In the Teams environment, go to the document or file you want to send by email. Click on the 3 dots next to the document/file and click on 'copy link' (as depicted in Figure 9). After which, you can see which people have access to the link. Please make sure that the link settings are always set to 'people with existing access' (see Figure 10), to avoid sharing confidential information with people who do not have the right access for this.
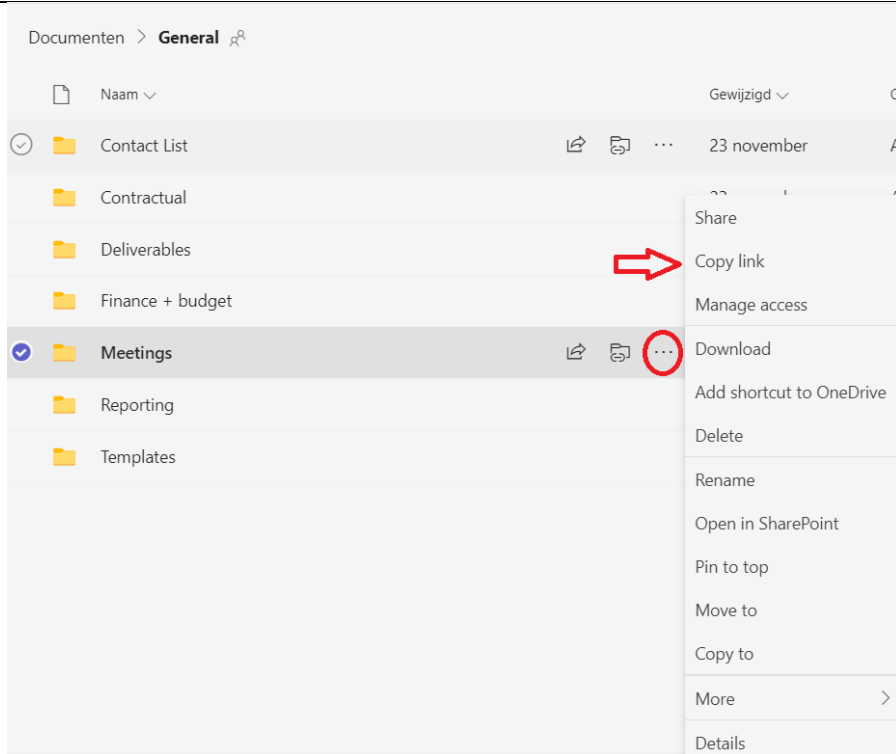
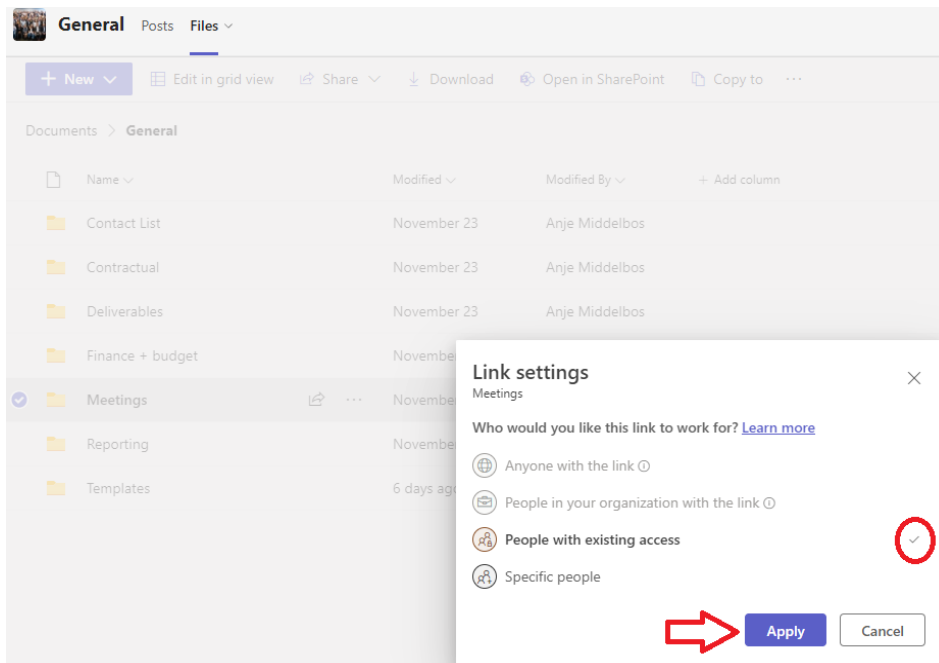Figure 9: MODI Teams Instruction how to send a link, step 1

Figure 10: MODI Teams instruction how to send a link, step 2

8.2 Rules for external communication

For external communication, it is imperative that a high quality of the content is ensured. Also, no confidential information can be shared with an external audience, without the written consent of the involved partners. See also Article 10 *non-disclosure of information* of the MODI CA. It is highly encouraged for all project partners to communicate with high frequency to an external audience, to maximize the impact of the project. However, all project partners must acknowledge the EU funding this project has received.

8.2.1 Acknowledgement of EU Funding

For all communication activities and products (like flyers, folders, and presentations), the EU funding has to be acknowledged by including the logo of the European Union and the text "Co-funded by the European Union" (examples can be found in the images below). Also, the following text could be included "*Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or CINEA. Neither the European Union nor the granting authority can be held responsible for them*". For more information, please see Article 17 of the Grant Agreement.

Figure 11: EU Acknowledgement

8.3 Rules for Dissemination

8.3.1 Publications

Prior notice of any planned publication shall be given to the other Parties at least **45 calendar days** before the publication. Any objection to the planned publication shall be made in accordance with the Grant Agreement by written notice to the Coordinator and the Party or Parties proposing the dissemination within **30 calendar days** after receipt of the notice. The publication is permitted if no objection is made within the time limit stated above.

The Consortium Agreement *section 8.4 Dissemination* provides a complete list of all the rules and obligations.

8.3.2 Other dissemination activities

For all dissemination activities, the rules and obligations as set out in the Consortium Agreement *section 8.4 Dissemination* apply.

8.4 Rules for exploitation

As described in DoA section 7.4 *Innovation Management,* the Project's innovation strategy and associated processes are based on key principles defined by ISO 56000 "Innovation Management". It includes continuously monitoring all the MODI innovative outcomes, assessing their maturity level and applicability in the Transport domain, identifying other possible application domains, and conducting periodic SWOT analyses.

D6.4 *Exploitation strategy and plans* and its update D6.7 *Updated exploitation strategy and plans* define the necessary methodology, metrics, and templates for the preparation of homogeneous and effective exploitation strategy and plans for MODI project regarding their future exploitation potential along the different exploitation paths. D6.4 is available at the MODI SharePoint.

All exploitation activities shall be in accordance with the MODI IPR Strategy, as described in D6.4 and D6.7.

9 Confidentiality

The MODI project has strict guidelines on confidentiality. They are set out both in the Grant Agreement (Article 13) and the Consortium Agreement (sections *3.3, 8.4, 9.2.6, 9.5*, and *10*). All signatories of these contracts should abide by the set-out rules and obligations.

Because the MODI project has several Associated Partners who have signed neither the Grant Agreement nor the Consortium Agreement, a special mutual non-disclosure agreement (NDA) has been set in place to cover the confidentiality issues. Only after signing the NDA will associated partners have access to the MODI Teams environment.

The SBG in the MODI project will have to sign a separate NDA to gain access to confidential information of the project. The Stakeholders will have a separate channel on Teams, where the relevant information for the SBG can be shared with them after signing the NDA.

10 Conclusions

In conclusion, this document has set out the working principles and guidelines for the MODI project. These principles must be followed and consulted upon by all members of the MODI consortium. This handbook will be used as a working/living document and shall be updated with the most up-to-date information during the project. Any new members of the MODI consortium are highly encouraged to read through this document when starting their activities, to understand how the project will be managed and which rules and guidelines they should follow.

10.1 Recommendations

Not applicable

Annex I: Review Template

The questions presented in the Review Template should be answered by all reviewers (WP Leader, technical reviewer 1, technical reviewer 2 (if applicable) and the project Coordinator) as part of the Quality Assurance Procedure. The Lead Beneficiary should also provide a response to the review comments (in the corresponding table at the end of the template).

A leap towards SAE L4 automated driving features

Review Report

Deliverable	Dx.y : Deliverable name
Lead Beneficiary	Name, Organisation
Type of Review	[ ] WP Leader [ ] Technical Expert Review [ ] Quality Review
Reviewer	Name, Organisation
Date of Review	dd/mm/yyyy

Overall assessment

- [ ] Accepted
- [ ] Accepted with minor updates – no new review needed
- [ ] Rejected unless modified as per recommended – new review needed
- [ ] Rejected

MODI

Overall comments

Issues	Comments from reviewer
What are your general comments on the deliverable quality?	
What do you particularly like about the deliverable?	
Do you have any overall concerns? Are there any major things missing?	
Is it clear from reading the deliverable what work has been done in the project, and what has been achieved?	
Do you consider the deliverable useful? Please elaborate.	
Does the deliverable clearly explain its relationship to other WPs/MODI deliverables?	

Content

Issues	Comments from reviewer
Is the deliverable in line with the Description of Action (DoA)? Does it reflect the corresponding task, WP and MODI objectives? Any deviations should be commented.	
Are the achievements and results clearly presented and explained in terms of relevance for the task, WP and MODI project?	
Does the deliverable include a clear and concise **executive summary**? It should provide the reader with a speed read of the document, including a statement of the subject and purpose of the deliverable, a summary of the work carried out, and the main conclusion(s).	
Does the deliverable include a **conclusion section** that provides new knowledge based on what has been presented in the deliverable? It should discuss how the results contribute to the main objectives of the MODI project (rather than just summarize what has already been presented).	

MODI

Layout and presentation

Issues	Comments from reviewer
Is the document clearly structured? Is the length (number of pages) adequate regarding its content? Is the document easy to read?	
Do the layout, grammar, syntax, and graphic charters contribute to the readability and understanding of the deliverable content?	
Are abbreviations and terms properly defined?	
Are references properly included and described?	
Has the MODI deliverable template been properly used?	

Other comments

Issues	Comments from reviewer
Do you have any other remarks you would like to add?	

Lead Beneficiary response on review

All comments from the Reviewer indicating that the deliverable content is not approved must be considered. Mitigating actions must be described in the column named "Responses from Lead Beneficiary".

Issues	Responses from Lead Beneficiary
Overall comments	
Content	
Layout and presentation	
Other comments	

Annex 2: Risk Table

Nr.	Risk Description	Likelihood*	Impact**	Risk level***	Consequence description	Risk response: Mitigation / contingency plans and actions	Start date	Due date	Risk owner	Comments

* = very high, high, probably, low, very low

** = very serious, serious, moderate, slight, low

*** = critical, moderate, marginal