



Deliverable

D1.1. Quality Assurance Plan

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Abstract	This deliverable presents the Quality Assurance Plan of the STARR project. It summarizes the operating rules of the project, as well as the quality assurance and quality control rules for deliverables and dissemination.
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Abstract

This deliverable presents the Quality Assurance Plan of the STARR project. It summarizes the operating rules of the project, as well as the quality assurance and quality control rules for deliverables and dissemination.



1. Management structure

The STARR project has established a simple and competent organizational, management and decision-making structure that will guarantee the smooth operation and the successful completion of the project. One specific project management workpackage (WP1) is included in the STARR workplan to allow the management, review and assessment procedures to be implemented. Project management also includes "managerial risks" in terms of planning, manpower, budget, technical achievements, and internal communication. To reduce these risks, a Consortium Agreement and a Quality Assurance Plan were established in the beginning of the project. These documents are based on self-assessment best practices such as the ones recommended by EFQM (European Foundation for Quality Management).

The technical and administrative management objectives of the project can be summarized as follows:

- To achieve the aims of the project in a cost-effective manner and within the agreed time scale and budget.
- To ensure that the project is conducted in accordance with 1) the contractual agreement between the Consortium and the EC and 2) with the Consortium agreement among the partners.
- To coordinate the work of the partners and to ensure that effective communication is established between all partners.
- To take initiatives or actions favouring the industrial exploitation of the achievements of the project.
- To detect as early as possible problems that could endanger the project and report them to the Commission.
- To help to solve any problems or conflicts and reach consensus.
- To ensure information exchange among the partners.

STARR has to answer specific challenges:

- Interdisciplinarity: communication between experts in Health, Psychology, HCI and ICT requires particular attention. Thanks to her experience in multidisciplinary projects, the coordinator will be in a good position to check that good communication and common understanding is implemented.
- Ensure that a strategic mindset and decision-making power is shared by all partners (in the General Assembly) and not limited to large firms.
- The provision of project management support services by CEA to those partners who have limited resource in this regard.
- Ensuring that exploitation issues are discussed widely and at an early stage and that applicable constraints are clearly described in the Consortium Agreement.

The rules and organization are formulated in detailed contractual terms in the Consortium Agreement. The STARR consortium is composed of 10 participating institutions bound by the terms and conditions of:

- The Grant Agreement and its annexes, which fix the rights and obligations of the participants towards the European Commission;
- The Consortium Agreement and its annexes, which fix the rights and obligations of the participants towards one another;
- The Quality Assurance plan (i.e. D1.1), which establishes the operating rules of the project and the quality assurance and quality control for performing, reporting and delivering the best management practices.



The Project Coordinator (PC): CEA LIST assumes the responsibility of Project Coordinator and deals with the internal financial, administrative, contractual, and technical project management. Dr. Margarita Anastassova, at the Sensory and Ambient Interfaces Laboratory (SAIL), acts as a Project Coordinator (PC). She is assisted by an experienced project manager in CEA (Dominique Schoen), as well as by a solid team assuring support in administrative, financial and judicial issues (Jacqueline Augusto, Isabelle Hélias). The PC is responsible for monitoring the overall progress of the project. She follows the project throughout its whole lifecycle, on a day-to-day basis. Her main contacts in the consortium are the WP leaders, from whom she gathers the necessary information for efficient communication with the Commission (activity, financial and final reports, audits, etc.) and within the consortium (meeting reports, progress reports, etc.). The project coordinator is the sole interface between the Commission and the consortium, and the contact point for communication with other projects in the program. Should any major problem arise, the project coordinator has the possibility to call for extraordinary meetings.

The Project Steering Committee (PSC): The Project Steering Committee is responsible for the management of the project. It is the decision-making body of the project. The PSC is chaired by the Coordinator and involves one representative from each Beneficiary with one vote each. The PSC is composed of the following representatives:

Partners	PSC Representatives	Partners	PSC Representatives
CEA	Dr. Margarita ANASTASSOVA	TID	Jordi ROVIRA SIMÓN
BLU	Ian REVEL	ULund	Dr. Charlotte MAGNUSSON
Hopale	Dr. Stéphane BOUILLAND	ULux	Dr. Djamila AOUADA
TSA	Dr. Gary RANDALL	FIZ	Prof. Dr. BOEHM
RT-RK	Dr. Nikola TESLIC	OSA	Leire ORTIZ

The PSC is in charge of all decisions affecting more than one partner, such as:

- Assessment of the progress of the project and achievement of the objectives;
- Resolution of conflict, if such situation arises among the consortium partners;
- Approval of all significant changes in the content of the project;
- Exploitation and dissemination of the project results, where the corresponding work and outcomes are detailed in the tasks of the WP9- Dissemination and Exploitation.
- Make all decisions necessary for efficient implementation of the project including quality assurance and quality control.

Only the PSC has the authority to alter the project work plan significantly.

The PSC members will meet, if necessary, on a 3-monthly basis by web-conference and regularly, on a 6-monthly basis in a face-to-face meeting to assess the relevant deliverables, the achievements against the success indicators, and the evolution of the internal and external risks, any exploitation prospects as well as the dissemination and communication activities undertaken and the overall effort and budget



consumption. The PSC can invite any external expert with consultative power to attend provided that no Beneficiary objects.

Management at WP level: WP leaders are in charge of planning, coordinating and monitoring the work in their respective work packages. Partners involved in a WP will meet on a monthly basis by conference and in a face-to-face meeting, before the PSC meeting. Such a schedule at the WP level, improves the follow up on the advancement of scientific and technical activities and Project financial status.

The Project Stakeholder Committee (PSHC): The Project Stakeholders Committee has a key role in the project. It is composed of members from various complementary domains and activities (key European Public authorities, End-users, technical Experts...). A first list of the members is given in table below:

Organisation	Type	Description	Member
Stroke association region south / Malmö stroke	End user	Local stroke organization with well established contacts with ULUND	Allan Hedlund (stroke survivor and chairman of the region south of the Swedish Stroke
Doro	Company	Doro Care is an eco system of eHealth solutions targeted at elderly/disabled users Well-established contacts with ULUND	Peter Cullin, Product manager
Leroy Merlin	Company	Home-improvement and gardening retailer serving thirteen countries Well-established contacts with	Leyla Kikukawa, Project Manager, Connected Homes
CareOn	Start-up company	Developing a smart chair for stroke survivors	Luciano Arbore, founder

The role of the Committee is to:

- Provide feedback (according to technical, regulatory and economic criteria) about inputs that could be taken into consideration and intermediate outputs;
- Analyze and evaluate the results of the project, identifying the problems and obstacles;
- Propose solutions and/or specifications that could be tested over the duration of the Project;
- Carry out recommendations regarding Project outputs vs End-users and business requirements;
- Effective appropriation and use of the results after the project completion;
- Wide dissemination of the results to a large audience.

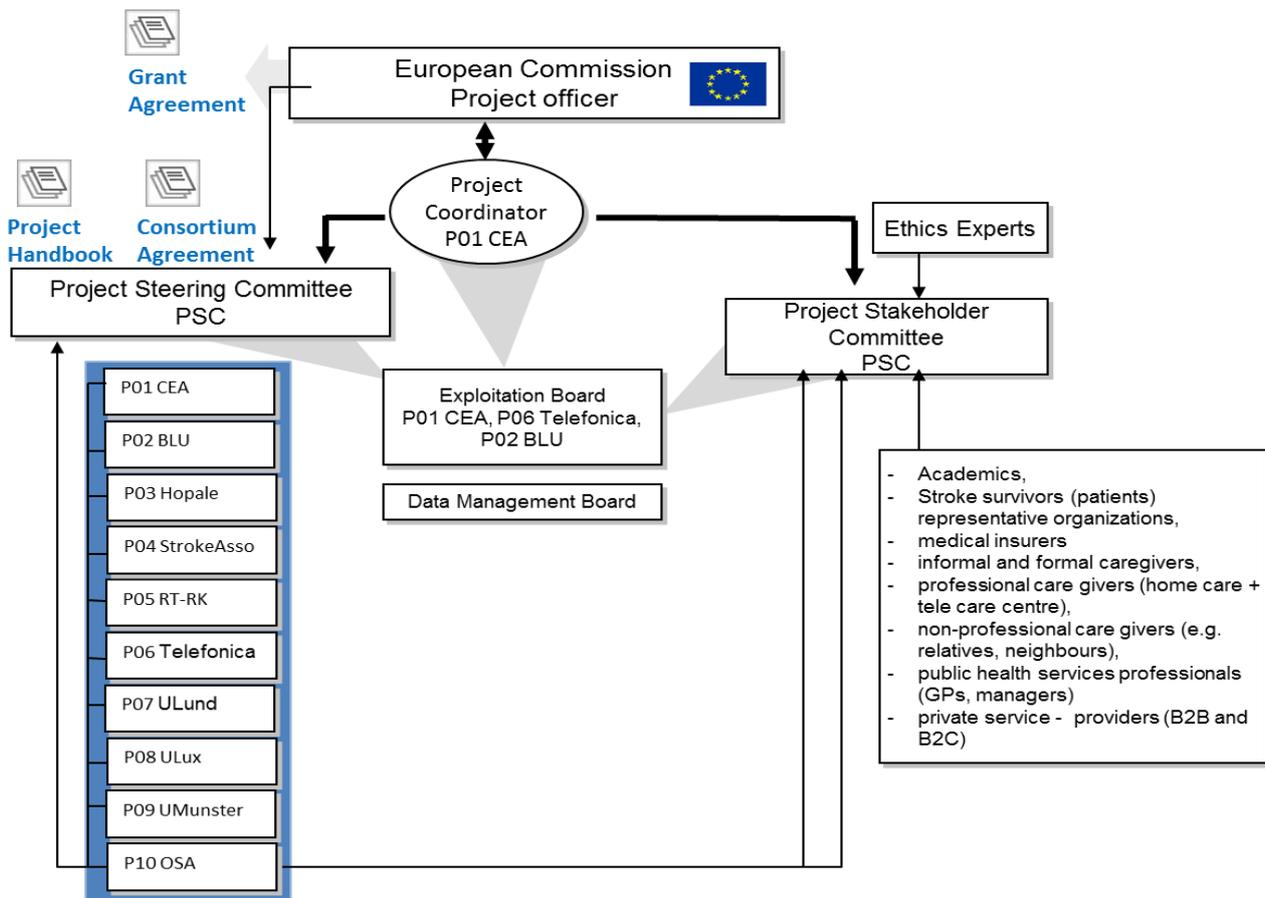
Exploitation Committee: TID (Jordi ROVIRA SIMÓN) acts as Exploitation Manager heading an Exploitation Committee with representatives from BLU (Ian REVEL), RT-RK (Dr. Nikola TESLIC) and CEA (Dr. Mehdi BOUKALLEL). The Exploitation Committee supervises the management of IPR and coordinates the definition of the exploitation plans of the individual partners. A working meeting of the Exploitation Committee will be organized once a year, if necessary involving relevant external advisors.

Data management board: Ass. Prof. Dr. Franziska Boehm, FIZ; Mats Johansson, Lund University; Prof. Gabriele Dennert, University of Applied Sciences and Arts Dortmund.



Violations of privacy and data protection rules must be avoided from the beginning. The data management board supervises the development of the technical solutions in this project and is the contact body for questions arising in this regard. It therefore accompanies the technical partners in developing privacy compliant solutions.

This overall organization is presented in the Figure below.



Relevance of the management structure to the complexity and scale of the project: The project consortium is mid-sized (10 partners from academia, industries (large company and SME) and a user association).. To achieve it's objectives, the project will require continuous progress and risk management at the task level. As a consequence, the decision making structure has been designed in order to avoid multi-layer decision processes while ensuring transparency and consensus. The following diagram summarizes the decision process.



Innovation management addressed in the management structure and work plan: The project management structure is designed in order to allow both internal and external opportunities monitoring and follow-up. Internal opportunities monitoring will include the assessment of progress in activities by the WP leaders. The external opportunities monitoring will be done through the involvement of the PSC. In addition, during each PSC meeting, information related to project results and potential impacts will be discussed, e.g.

- Project results' position in the value chain;
- Key Opinion Leaders and End Users;
- National / European / International initiatives in relation with the project;
- National / European / International funding programs in relation with the project thematic;
- IPR follow-up.

2. Communication within the consortium

Besides traditional one-to-one email and phone conversations, a project mailing list has been established. It has been decided to use a unique mailing list in order to reduce complexity. If necessary and asked by the consortium, other mailing lists will be set up by CEA.

PSC Meetings: Each partner is empowered to collectively make strategic decisions within the PSC, during face-to-face meetings organised every 6 months. These meetings set priorities and assess the project actions, such as milestone reviews, go/no go decisions, activation of contingency plans or arbitration if needed.

Operational meetings: At an operational level, regular conference calls (bi-weekly or monthly, depending on work progress) involving the consortium members ensure efficient teamwork and ascertain progress and implementation of the scientific and technical activities.

Management tool: All actors involved in the project use an Internet-based tool for the management of the project provided by CEA. It is dedicated to the administrative, financial and legal coordination and operational management. It is a secured collaborative platform for facilitating the management of European projects. The system offers templates and protocols for project activities and finances monitoring and reporting. As regard to the knowledge management the system, it includes a private domain enabling structured sharing of resources, collaborative work on documents in many different formats, and archiving.



Additional facilities are the shared agenda, the forums or activities on any topic of interest to the consortium as well as news broadcasting.

3. Conflict resolution

Conflicts, if any, will be solved at the lowest possible level. If a major disagreement would arise during the project, attempts will be made to solve the differences between the partners in accordance with the Consortium Agreement, signed by the project participants before its launch. The European Commission will be informed by the Project Coordinator as quickly and in as much detail as possible about such issues.

4. Reporting

Reporting to the EC

The work in STARR will be reported at the following frequency specified in the Grant Agreement:

- 1st periodic report on the progress of work and use of resources from M1 to M18;
- 2nd periodic report on the progress of work and use of resources from M19 to M30;
- final periodic report on the progress of work and use of resources from M37 to M48.

These periodic reports will include the following information:

- overview of the progress of work (together with a publishable summary) with respect to the DoA, including dissemination and exploitation of the results;
- answers to a questionnaire covering issues related to the action implementation and the economic and societal impact in the context of Horizon 2020;
- individual financial statements (IFS);
- explanation of the use of resources from each beneficiary (and their linked third parties), together with information of the use of subcontracting and in-kind contributions by third parties;
- a 'periodic summary financial statement', created automatically by the electronic exchange system and including the request for interim payment.

The report is official and must be of adequate technical quality as it will be the main description of project progress presented to the EC. Its writing is led by the PC with the active contribution of the WP leaders and other partners' collaboration.

The cost statement is under the responsibility of each partner (and linked third party). Periodic financial reports must be completed by each beneficiary (and by each linked third party) involved in the action, for each reporting period (RP1, RP2 and RP3 as detailed above). A draft version of the Individual Financial Statements will be submitted to the PC in good time (**at least 4 weeks before the delivery date**) for the PC to support to the partner and verify the existence of possible errors. The PC will collect IFSs and submit them to the EC together with the technical and financial reports for every RP.

After submission of the IFS to the PC, the PC can request partners to correct any error and reject the IFS (so becoming editable by the partner). This check will only address formal errors and overall consistency with planned budget. In the case of discrepancy with the budget, the PC will warn the partner of possible accounting errors. In case of relevant inconsistency with respect to the activities carried out and the



achievements in relation to the progress of the project, the PC will discuss the issue with the partner concerned and for relevant issues, bring it to the attention of the GA.

The technical and financial reporting process towards the EC needs to start before the end of each reporting period and is designed to last up to 7 weeks to comply with the production deadline. Intermediate deadlines will be defined to assure a good quality and review of the reports.

In addition to the periodic reports, a Final report is envisaged in the EC GA, to be submitted within 60 days following the end of the last reporting period (i.e. on M42 as for the last periodic report). In particular, the Final report will include: a 'final technical report' with a summary for publication containing (i) an overview of the results and their exploitation and dissemination; (ii) the conclusions on the action, and (iii) the socio-economic impact of the action; a 'final financial report' containing (i) a 'final summary financial statement' created automatically by the electronic exchange system, consolidating the individual financial statements for all RP and including the request for payment of the balance.

In particular, and only **for the last reporting period, the beneficiaries and linked third parties having requested a cumulative EU funding of Euro 325.000 or more shall produce a Certificate on the Financial Statements (CFS)**, issued by an external auditor and drawn up in accordance with Annex V of the EC GA.1

As a general rule, **each beneficiary is responsible also for its linked third parties**, where applicable. In particular, the beneficiary submits the required periodic reports to the PC also for its linked third parties and keeps the originals of the IFSs and the CFS, being the interface with the PC. Although not reporting directly to the PC, the linked third parties must fulfill the general and specific rules for cost eligibility and reporting as if they were beneficiaries.

Internal reporting

For efficient project management purposes, the monitoring of the project technical work, incurred costs and use of resources (Person Months) will be performed **every 6 months, before each PSC meeting**. Templates provided by the PC will be used and filled in by WP leaders (with input from Task Leaders (TLs) and contributors to WP activities) and sent to the PC in good time before each **PSC** meeting (at least ten days before). All the templates will be made available also in the online Management tool.

At the PSC meetings, The PC will summarize the overall project status and planning in a brief Management Report which will be communicated to the PSC. The program bar chart and the manpower matrix for all partners will be dully updated. The PC will coordinate the generation and submission of the project reports to the European Commission. This concerns the detailed Periodic reports which are generated according to the Grant Agreement schedule, together with the deliverable reports that were completed during the past period.

Besides the technical reporting, the PC will also prepare for the Commission a consolidated overview of the project budgetary situation, on the basis of the cost statements provided by each individual project partner. Milestone reviews will serve to critically assess the progress of the project and the outlook for the result exploitation compared to the project work plan.



5. Quality control for deliverables

Deliverables are important outputs of the STARR project to be issued according to the schedule included in the DoA (the respect of the due date and expected technical and quality standards are contractually required). They are analysed by EC reviewers and constitute a major basis for project assessment and financing approval by the EC.

In order to assure an effective and high technical and editorial quality production of project deliverable in good time, the project consortium has agreed on the following terms of quality assurance:

- A complete Table of Contents (ToC) will be provided by the editor 6 weeks before the deadline.
- A relatively complete draft of the deliverable should be made available by the allocated editor at least 4 weeks before the due date.
- The draft version should be reviewed within the Work package at least 3 weeks before the due date.
- At least 2 weeks before the due date, a pre-final version should be available for peer review by nominated persons outside the Work package.
- Comments should be integrated and the final version be made available to the Project Management Board and the Project Office in the week before the deliverable is due, for a final check.

It is up to the partner responsible for the deliverable to ensure that this schedule is maintained.

The document file name will be composed of the following elements:

STARR_DelN.n_DelName_version.extension, where:

- **DelN.n** is the number of the deliverable as listed in the DoA;
- **DelName** is the name of the deliverable as listed in the DoA;
- **Version** is the version of the deliverable. For final version either “final” or blank field can be used.
- **Extension** is the document extension or file format (usually .doc, .docx, .pdf).

6. Quality control for publications

The authors must send sufficient information at least 10 days in advance of a publication submission or presentation to the Project Steering Committee. Submit as much information as available, but at least:

- planned authors
- title
- abstract
- planned dissemination venue.

Any objections must be raised within 7 days based on the grounds described in the CA by email to the PSC.

The authors must include the acknowledgement and disclaimer texts in their dissemination exactly as below:

This work has been (partially) funded by the European Union's Horizon 2020 research and innovation programme under grant agreement No 689947 + project website

For peer-reviewed scientific publications, the authors must comply with the EU's open access policy.

After dissemination has happened, the authors must add their publication to the project bibliography (in the collaboration space).



7. Quality control for presentations and other dissemination materials

The presenters must send sufficient information at least 5 days in advance of a presentation/dissemination submission to the Project Steering Committee. Submit as much information as available, but at least:

- title
- abstract
- planned dissemination venue.

Any objections must be raised within 2 days based on the grounds described in the CA by email to the PSC.

The presenters must include the acknowledgement and disclaimer texts in their dissemination exactly as below:

This work has been (partially) funded by the European Union's Horizon 2020 research and innovation programme under grant agreement No 689947 + project website

After dissemination has happened, the authors must add their publication in the collaboration space.

8. Software quality assurance

This section serves as a guideline to good practices for software quality assurance in terms of robustness, maintainability and extensibility. The Code Review, Testing and Quality Control described in here are only for the software developed within the STARR project.

Code reviews

Code reviews have two primary goals:

- To identify issues regarding poor programming practice or language style described in Documentation section;
- To identify functionality issues.

These goals are intended to identify problems that will, when fixed, lead to better code quality in terms of robustness, maintainability and extensibility.

Scripts for regular builds will be made, to continuously verify that the QA standards are being achieved.

Testing

Testing is the exposure of a system to trial input to see if it produces the expected output. It cannot guarantee correctness, but can increase confidence that the system will perform without failure. Testing can be considered as the process of detecting the presence of faults, whereas debugging is the process of locating these faults and correcting them as appropriate.

The aim of testing is two-fold:

- To detect errors in the system as early as possible - when they are least expensive to correct.
- To judge if the program is usable in practice. Testing can only demonstrate the presence of errors, not the absence of them. However, since exhaustive testing is not feasible, tests must be carefully designed to capture the maximum number of errors in the most cost effective way. Well thought out testing should lead to confidence in the product.



Testing, far from an add-on, encompasses a wide range of activities and is an integral part of the software process throughout its life cycle.

Regression testing shall be performed to verify that previously tested features and functions do not have any new defects introduced, while correcting other problems or adding and modifying other features.

There are a number of phases associated with testing. These are outlined below.

- Unit Testing – the testing of individual components;
- Integration Testing – the testing of the interfaces between components;
- Use Case Testing – testing according to the expected usage of the system;
- Acceptance Testing – testing by real system users.

Each of these phases can be performed a number of times and may be halted due to the discovery of software defects. Once the defect is corrected, testing will resume at the lowest level, i.e., unit testing.

Within this activity, a traceability matrix will be established. It will be structured as an Excel Table with the following information.

Traceability matrix

1. Table Columns (one column per test case):

1. Use case ID / requirement ID.
2. Use case / requirement description.

2. All the requirements and use cases in the traceability table will be extracted from the different version of the User Requirements and Scenarios documents and will be described at a granular level.

3. Then, the test scenarios and test flows will be identified.

4. Their coverage will be checked and registered (see Table below).

REQUIREMENT ID	REQUIREMENT DESCRIPTIONS	TC 001	TC 002	TC 003
SR-1.1	User should be able to do this.	x		
SR-1.2	User should be able to do that.	x		
SR-1.3	On clicking this, the following message should appear.		x	

This table will help the consortium identify which test cases cover which requirements and which test cases need to be updated if there are any change requested.

If judged necessary by the partners, more columns (e.g. “Tested In”, “Implemented In”, “Additional Comments”) will be added to make the Traceability Matrix more effective.



9. Overall risk management and mitigation plan

In STARR, risk management will be done through a procedure encompassing the following steps: risk detection, risk analysis, risk assessment and risk management and monitoring. The detected risks will be reported and discussed during the project assembly and review meetings.

Risk management will be performed on the basis of a Risk Registry (see the Table below). This Registry will gather all the identified risks at a given point of the project execution, as well as an analysis of these risks and the definition of the strategy to be adopted by the consortium to mitigate their impact (i.e. actions and responsible partners to take charge of them).

At the beginning of STARR, a first risk identification of risks has been performed. The result of this activity is presented in the Table below. These risks will be monitored throughout the project and the table will be updated accordingly by the PC and the WP leaders. The update will be done bi-annually and before each review.

Description of risk	Severity	WP(s)	Proposed risk-mitigation measures
Partners not performing as expected	Medium	WP1	The partners involved have a good track record from previous work. Furthermore, the suggested management structure ensures that if such problems arise, they will be properly identified and dealt with. The eventual under performance will be promptly documented in project meeting minutes and solved by the PSC and, if necessary, the EC.
Loss of critical competencies or key people in the project	High	WP1	The PC and the individuals partners will make sure that in most cases the key competences could be internally replaced. We will also try to get early indication of possible withdrawal of key personnel, if not replaceable within the consortium. In the unlikely case that competencies are not available within the project, the PC and GA will look for alternative external partners.
Loss of internal communication	Medium	WP1	The PC and GA will reassess and monitor the internal dissemination plan, and ensure the participation of all partners in project meetings.
Unplanned consumption of resources	Medium	WP1	The PC will discuss this use with the responsible partner in order to understand the reason behind it (e.g. misunderstanding, underestimation of the necessary resources in the DoA, etc.). When the situation is clear, the necessary mitigation actions (e.g. correction, amendment to the DoA) will be discussed by the PC and the WP leaders. When



			agreed upon, they will be implemented.
Problems when integrating the different modules in an unified platform	High	Technical WPs + WP1	When designing the modules, all the partners will work in close collaboration and the quality of this collaboration will be monitored by WP leaders and PC. The progress of the modules, as well as their possible integration will also be discussed at GA and specific technical meetings. If problems are detected, corrective actions will be applied by WP leaders and PC. Furthermore, the modules will be integrated gradually, and if necessary, several iterations will be done to achieve the required result.
Not possible to get hold of test users	Medium	WP3&5, WP7	The consortium has three user organisations as partners. BLUE can also provide access future users on the basis of their large partners' network and established contacts.
System latency is too high for a real-time feedback to users	Medium	WP4	Online processing by streaming will be favoured over a batch processing. If the amount of collected data is too large for a real-time processing, solutions such as dimension reduction techniques will be considered.
Delay in getting approval and authorization for trials with actual patients	Medium	WP4	An internal review of the trial organisation and objectives will be organised with Ethics Experts prior submission of request. Filing of approval request will be anticipated so that if clarifications are required, they will not impact the starting date of trial.
Complete system or components of the system not ready in time	Medium	All but WP9	The partners (e.g. the already existing technologies) make it possible to start developing applications before the user studies are finalized. This reduces the risk of major delays. Also, simulated data will be used during the development in case of delays of the required input data. We have chosen to design the workflow, so that can be done in parallel.
Final platform and generic modules not suitable for	High	WP5	Future users and the project community will be involved throughout the development of the platform and the generic modules. Also, regular



exploitation after the project			market analyses will be done throughout the project, and in the WP7 we will work in the communication of the platform with patient’s clinical records Preliminary prototypes will be demonstrated to users and project community as soon as they are available. Dissemination actions in order to raise awareness among other potential end users will also be undertaken.
DSS interface or proposed services not accepted by users because not useful or not usable	High	WP5	Iterative user tests and subsequent redesign and technological adjustments will be done throughout the project in order to assure user acceptability and satisfaction. Also, market surveys will be done in order to monitor evolving user requirements.
By the time project finishes, some of the underlying cloud service components become obsolete	Medium	WP6	Strengthen the evaluation process in the software architecture task, to foresee alternatives for each of the dependencies and how the replacement affects schedule and/or the deliverables.
Important learning curve	High	WP7	We will give enough time to each patient and caregiver to be able to learn the way of using the devices. We will also provide them with all the written instructions and will explain to them what they should do during the clinical consultation.
The technical system cannot be developed as planned because of an identified violation of data protection law	High	WP8	The close collaboration with the technical partners in all stages of the project is aimed to minimize this kind of risk. As the legal requirements are worked out from the first month on, a violation of privacy rights by the system will be identified in an early state and can still lead to technical modifications which will respect privacy and data security.

Biannually, the PC will ask all the partners to check the possibility of risks related to their work. Risks should also be reported as soon as detected, since the earliest a risk is detected the easiest will be to minimize its impact.

The risks will be described according to the model in the Table above.