



**BIG DATA VALUE**  
eCOSYSTEM

## **D1.5 Quality Assurance and Self-Assessment / KPI project framework**

Workpackage	WP1 MANAGEMENT. Direction, Supervision & Governance
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Abstract:	This document presents the Risk Identification & the Quality Assurance procedures of the BDVe project, including initial KPI framework. The document describes a common procedure comprising processes, criteria, roles and responsibilities, whose purpose is to help each partner and the Consortium in general to act and take decisions in their working environment.



## History

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Version	Date	Modifications Introduced	
		Modification Reason	Modified by
V0.1	01/02/2017	Table of Contents	ATOS
V0.2	27/03/2017	First draft delivered to partners	ATOS
V0.3	28/03/2017	Integration SAP comments	SAP
V0.4	5/04/2017	Integration WP2 comments	SIEMENS
V0.5	6/04/2017	New version addressing the recommendations received	ATOS
V0.6	14/04/2017	Revision and final inputs from PCC	INSIGHT, UPM, ATOS, UDE
V0.7	14/04/2017	Integration of final inputs	ATOS
V1.0	14/04/2017	Final version for quality review	ATOS
FINAL	14/4/2017	Final version ready for submission	ATOS

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## Definitions, Acronyms and Abbreviations

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Acronym	Title
BDVe	Big Data Value Ecosystem
G.A	General Assembly
KPI	Key Performance Indicator
PC	Project Coordinator
PCC	Project Coordination Committee
PMSO	Project Management Support Office
PPP	Public-Private Partnership
QM	Quality Manager
ToC	Table of Contents
WP	Work Package
WPL	Work Package Leader

**Table 1: Definitions, Acronyms and Abbreviations**

### Executive Summary

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The deliverable defines the structures, the procedures, the metrics and the supporting documents that need to be appropriately established in order to assure the quality of the project deliverables and project management activities. It identifies potential risks and a management plan for them and defines the project's Key Performance Indicators to measure progress towards the projects goals.

# 1 Introduction

## 1.1 Purpose and scope

This document addresses the documentation, procedures and metrics needed in order to assure the quality of the project in terms of technical developments, project deliverables and project management activities. Some initial risks have been identified and a specific plan to address them and establish corrective measures has been defined. The document also defines an initial set of Key Performance Indicators to measure the progress towards the project goals.

In this context, the main objectives of the procedures described in this document are:

- To assure the quality of the project deliverables and project management activities.
- To set quality objectives in order to implement the project.
- To identify the quality responsibilities of all partners within the consortium.
- To ensure proper co-ordination and communication channels among partners during the project implementation.

This is a live document, so it will be regularly revisited throughout the project execution in order to adapt the procedures if needed (i.e in case of contractual changes).

## 1.2 Structure

This document provides a description of the Quality Assurance and Self-Assessment Plan as well as KPI processes within the BDVe project through the following sections:

- Section 2 details the management responsibilities in the project
- Section 3 defines the Quality Assurance procedures
- Section 4 presents the Risk Management Plan, including a set of initial risks
- Section 5 presents the initially set Key Performance Indicators and the Assessment methodology



## 2 Project management organization

The project management organization is defined in chapter 3.2 “Management Structures and Procedures” of the Annex 1 - “Description of the action” - of the BDVe contract as well as in the section 6 “Governance Structure” of the BDVe consortium agreement.

The BDVe Consortium comprises 11 partners:

Participant no.	Participant organisation name	Part. Short Name	Country
1	SAP SE	SAP	Germany
2	ATOS SPAIN SA	ATOS	Spain
3	SIEMENS AKTIENGESELLSCHAFT	SIEMENS	Germany
4	NATIONAL UNIVERSITY OF IRELAND,GALWAY	INSHIGHT	Ireland
5	NEDERLANDSE ORGANISATIE VOOR TOEGEPAST NATUURWETENSCHAPPELIJK ONDERZOEK TNO	TNO	Netherlands
6	UNIVERSIDAD POLITECNICA DE MADRID	UPM	Spain
7	UNIVERSITAET DUISBURG-ESSEN	UDE	Germany
8	EIT DIGITAL	EIT DIGITAL	Belgium
9	TILDE SIA	TILDE	Latvia
10	BIG DATA VALUE ASSOCIATION	BDVA	Belgium
11	OGILVYONE WORLDWIDE SA	OG1	Spain

**Table 2 BDVe Consortium**

## D1.5 Quality Assurance and Self-Assessment/ KPI project framework

The project is coordinated by SAP SE supported by ATOS as project management support office (PMSO). In the following sections the management structure and procedures are presented.

The BDVe management activities aim to reach the objectives according to the project plan and within the allocated budget, resources, and with the needed quality. Thus, the main tasks in the scope of project management are:

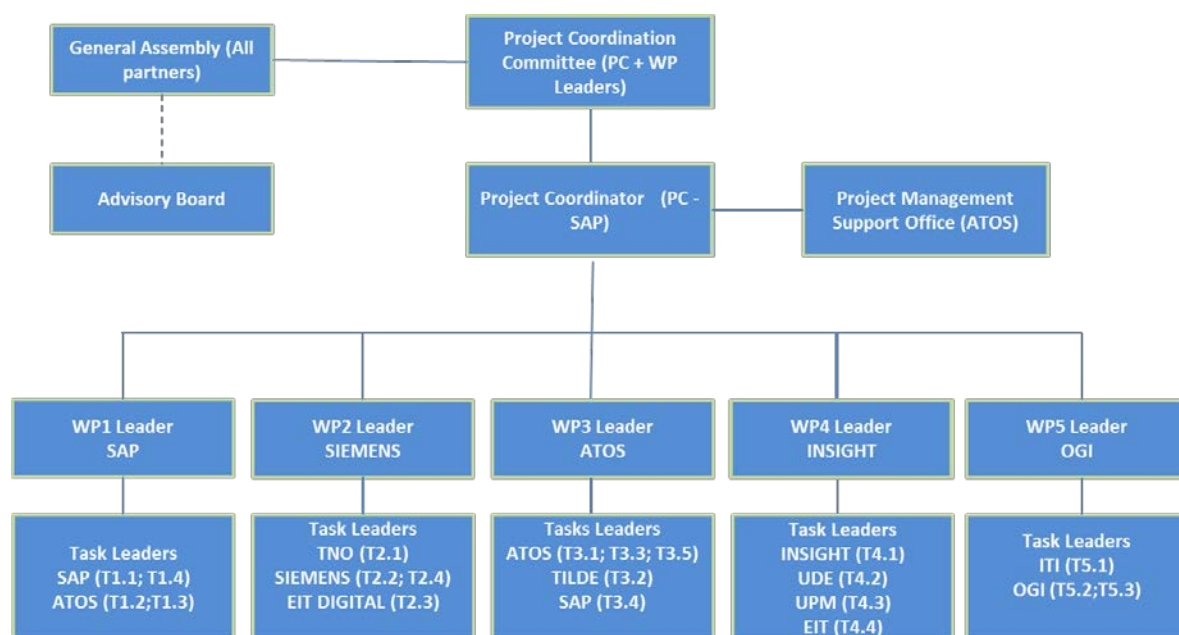
- Coordination of general administrative, financial, legal, scientific, and technology activities
- Establishment and operation of BDVe decision making bodies and procedures
- Monitoring and supervision of project procedures in order to ensure timely development and finishing achievements on schedule
- Establishment of efficient communication among partners, towards the Commission
- Management of knowledge, intellectual property, innovation and sustainability related activities during and after the project lifecycle.

### 2.1 Organizational structure and roles

The proposed management structure aims at facilitating partner co-operation for the smooth running of the project and the effective achievement of objectives.

The project management structure is based on the following bodies and roles: (i) Project Coordinator (**PC**) as the main responsible of coordination and interface to the Commission, (ii) Project Management Support Office (**PMSO**) in charge of the operational day-to-day management, (iii) Project Coordination Committee (**PCC**) is responsible for the technical overall management of the project and the coordination between the different WPs, (iv) Work Package Leader (**WPL**) is responsible for the activities of a Work Package (WP); (v) The General Assembly (**GA**) shall be responsible for the overall direction of the Project.

## D1.5 Quality Assurance and Self-Assessment/ KPI project framework



**Figure 1 Management Structure**

Role	Partner	Name	Description
Project Coordinator	SAP	Laure Le Bars	Responsible for BDVe project overall coordination and strategic direction; Strategic Direction ensuring full coherence among activities and alignment with the governance bodies of the PPP; Interface with the EC (supported by ATOS); Monitor that Parties comply with their obligations under Grant Agreement and Consortium Agreement; Manage reception of the Community financial contribution and its distribution; Chair and provide minutes of GA and PCC meetings.
PMSO - Project Co-Manager	ATOS	Nuria de Lama	Monitor progress of activities and help in setting the directions and operational plan of the project;
PMSO - Financial & Administrative Supervisor	ATOS	Ana Piñuela	Administrative tasks: contract amendments, communication tools (mailing lists, conference system, repository); Financial tasks: Reporting to the PC the financial information and the use of resources in the project; Legal tasks: Monitoring fulfilment of CA;
PMSO - Administrative	ATOS	Susana Palomares	

## D1.5 Quality Assurance and Self-Assessment/ KPI project framework

Role	Partner	Name	Description
and Financial Manager			
Quality Manager team	ATOS	Ana Piñuela / Susana Palomares	This person is responsible for the quality procedures of BDVe. The Quality Manager reports to the Project Coordinator and the PCC, and is in charge of installing and monitoring the quality procedures according to suitable standards. The Quality Manager is also responsible for setting the success indicators in all scopes, and measuring the evolution of the project according to the quality indicators and metrics. The Quality Manager will also report to the PCC about any significant deviation to be corrected. This will be supported by Nuria de Lama, as co-manager of BDVe
Partner Representative	All partners	Laure Le Bars, Nuria de Lama, Sonja Zillner, Ed Curry, Bas Kotterink, Ernestina Menasalvas, Andreas Metzger, Fabio Pianesi, Andrejs V., Ana García, Pablo Honrubia	Each partner will appoint a representative to be in charge of centralizing interactions with other partners in the project. This person would be responsible for the work carried out within their organization and could also be the same appointed work package leader.
Work Package 1 leader	SAP	Laure Le Bars	Each work package is led by one person who could also be the partner entity representative although this is not compulsory or necessary. The Partner Representative designates one person belonging to the organization that will act as a WP leader. Activities for WP leader
Work Package 2 leader	SIEMENS	Sonja Zillner	

## D1.5 Quality Assurance and Self-Assessment/ KPI project framework

Role	Partner	Name	Description
Work Package 3 leader	ATOS	Nuria de Lama	consist of: <ul style="list-style-type: none"> <li>▪ Co-ordination of tasks and activities towards the WP objectives.</li> <li>▪ Ensuring a smooth running and co-ordination with other work packages</li> <li>▪ Monitoring of the tasks progress with respect to task goals, milestones, and adequacy of results.</li> <li>▪ Reporting to the PCC and PC of any possible deviations identified due to scheduling, unsuitability or risks affecting the quality of project results and/or objectives.</li> </ul>
Work Package 4 leader	INSIGHT	Ed Curry	
Work Package 5 leader	OG1	Pablo Honrubia	

**Table 3 BDVe main roles**

On top of the responsibilities at first level structure, one main decision making board is defined: **Project Coordination Committee (PCC)**, chaired by the Project Coordinator. The PCC will be responsible for:

- Prepare the meetings, propose decisions and prepare the agenda of the General Assembly
- Seek for consensus among the Parties;
- Be responsible for the proper execution and implementation of the decisions of the General Assembly;
- Monitor the effective and efficient implementation of the Project;
- Collect information at least every 6 months on the progress of the Project, examine that information to assess the compliance of the Project with the Consortium Plan and, if necessary, propose modifications of the Consortium Plan to the General Assembly;
- Support the Coordinator in preparing meetings with the Funding Authority and in preparing related data and deliverables;
- In the case of changes to the Consortium Plan, advise the General Assembly on ways to rearrange tasks and budgets of the Parties concerned. Such rearrangement shall take into consideration the legitimate commitments taken prior to the decisions, which cannot be cancelled;

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- Make proposals to the General Assembly about the termination of a Defaulting Party's participation in the Consortium Agreement and measures relating thereto; and
- Provide guidance and revise the content and timing of press releases and joint publications by the consortium.

## 2.2 Cooperation procedures

Even though each partner is expected to accommodate a project contribution beneficial to their own organization, there is a common purpose towards a synergy to provide all together an outcome of a greater value resulting from the integration of each individual element. This is especially true in the case of this project, since it was a very explicit function of supporting a whole community.

WPs are interconnected and dependencies are given between them as deadlines and milestones affect one another. This is also the case of tasks within each work package.

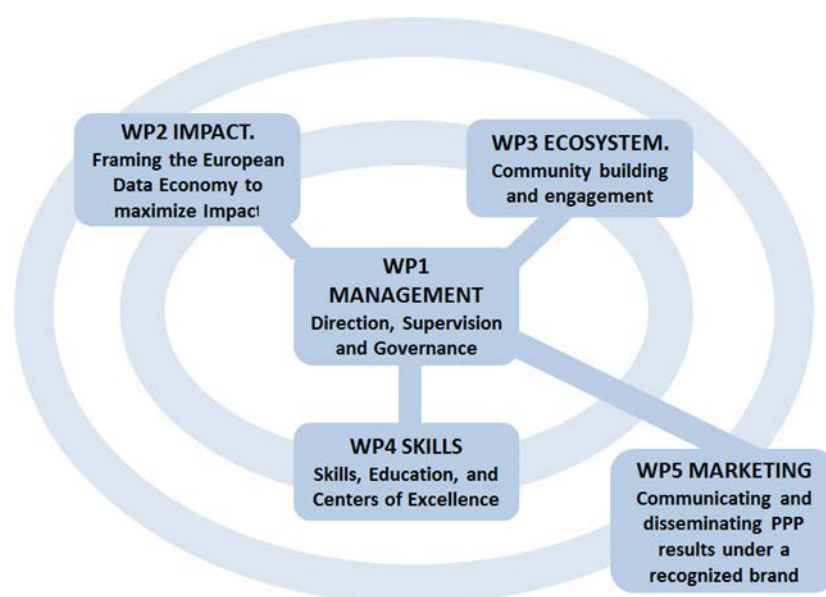


Figure 2 WPs relation and interdependencies

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

Daily operations and communication may be carried out using e-mail, fax, phone, IP telephone as well as the necessary face to face meetings.

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In order to ensure fluent communication between the partners without incurring in a high travelling expense due to excessive number of meetings, the coordinator will cost effectively schedule meetings, which would allow the participants to communicate face to face only when necessary; providing an alternative and maintaining the communication during the whole project lifetime. Physical meetings will also take advantage of conferences and events where all partners or most of them plan to attend. Some key dates every year will be associated to BDVA Summit, BDVA important meetings, such as Board of Directors, General Assemblies and Activity Groups or European Data Forum.

The following table provides a list of the communication and cooperation tools that BDVe project may use during its lifetime.

Tools	Usage		
<b>eMail</b>	The consortium will use email for the regular request or provision of information, which is not time critical. For this purpose, the coordination has created seven (7) distribution lists, ensuring that if needed all project participants are reached. Direct emails will also be used for bilateral communications.		
	<table border="1"> <tr> <td data-bbox="475 1014 954 1081"><a href="mailto:Bdve@lists.atosresearch.eu">Bdve@lists.atosresearch.eu</a></td> <td data-bbox="970 1014 1358 1081">General issues</td> </tr> </table>	<a href="mailto:Bdve@lists.atosresearch.eu">Bdve@lists.atosresearch.eu</a>	General issues
	<a href="mailto:Bdve@lists.atosresearch.eu">Bdve@lists.atosresearch.eu</a>	General issues	
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<table border="1"> <tr> <td data-bbox="475 1485 954 1574"><a href="mailto:bdve-pcc@lists.atosresearch.eu">bdve-pcc@lists.atosresearch.eu</a></td> <td data-bbox="970 1485 1358 1574">Project Coordination Committee.</td> </tr> </table>	<a href="mailto:bdve-pcc@lists.atosresearch.eu">bdve-pcc@lists.atosresearch.eu</a>	Project Coordination Committee.	
<a href="mailto:bdve-pcc@lists.atosresearch.eu">bdve-pcc@lists.atosresearch.eu</a>	Project Coordination Committee.		
<b>Teleconference</b>	As an alternative to face to face meetings, the consortium will make use of a teleconference platform (e.g., Lync or Skype). that will allow regular web interface integrated teleconference facilities with the possibility to share presentations and other files. The project has set up by default a monthly teleconference that will help to understand the progress of all WPs on a periodic basis. Additional ad-hoc calls can be organized for specific purposes by the coordinator or by WP leaders, depending on the needs of the		

Tools	Usage
	project.
<b>Meetings</b>	<p>Face-to-Face meetings will be held to tackle discussions on important issues that require the participation and opinion of all partners. This is also an opportunity for partners to meet and solve small questions, doubts and requests which do not concern the project as a whole. Different kinds of meetings exist:</p> <p><b>General Assembly (GA)</b></p> <ul style="list-style-type: none"> <li>▪ At least twice a year or at any time upon written request of the PCC or 1/3 of the members of the GA or at the request of the PC;</li> </ul> <p><b>Project Coordination Committee (PCC)</b></p> <ul style="list-style-type: none"> <li>▪ At least quarterly or at any time upon written request of any Member of the PCC, or at the request of the PC;</li> <li>▪ Monthly conference calls at a fixed date/time</li> </ul>

**Table 4 communication and cooperation tools**

The communication of information external to the project (e.g. to other projects, organizations, stakeholders, etc.) will be implemented mainly through the PPP website (under construction by the time this report was written).

In parallel, in the framework of the project development and in order to ensure the cooperation with other organizations outside the Consortium, a PPP Portfolio Governance Structure, composed by a Steering and a Technical committee and an Advisory Board are being setting up. Full details on the composition of these bodies and the cooperation approach can be found in D3.17 Governance and coordination structure of BDVA PPP implementation and D1.6 Advisory Board composition, objectives and operational framework.

## 2.3 Project Repository

The documents produced by the BDVe project are maintained in an internal repository created for this purpose using Jam (available at the address: [https://jam4.sapjam.com/groups/W6guLW0rLLwqPm7RQG0hoe/content?folder\\_id=o71Q7RzVfJfCvTcJyyaiY](https://jam4.sapjam.com/groups/W6guLW0rLLwqPm7RQG0hoe/content?folder_id=o71Q7RzVfJfCvTcJyyaiY)).



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The screenshot displays the SAP Jam interface for a group named 'BDVe PROJECT'. The top navigation bar includes the SAP logo, 'SAP Jam', a search bar with the text 'Este grupo' and 'Buscar en este grupo...', and utility icons for profile, calendar, notifications, settings, and help. Below the navigation bar, there are tabs for 'Inicio', 'Grupos', 'Marcadores', and 'Calendario'. The main content area features a sidebar on the left with the 'BIG DATA VALUE eCOSYSTEM' logo and group details: 'BDVA subgroup for BDVe project (BDVA ICT17 CSA)', '34 miembros', and 'Privado'. The sidebar also contains navigation options: 'Información general', 'Actualizaciones del feed', 'Recomendaciones', 'Contenido' (highlighted), 'Foros', and 'Eventos'. The main content area has a top bar with 'Cargar archivo', 'Crear', and 'Más' buttons, along with a filter dropdown set to 'Mostrando: Todos' and a search box for 'Filter by Title, Tags'. The main content area displays a list of folders under the heading 'Contenido / BDVe PROJECT'. The folders are: 'WORK PACKAGES' (created by Umair UI Hassan, 2 hours ago), 'CONSORTIUM MEETINGS' (created by Laure LE BARS, 10 days ago), 'DISSEMINATION MATERIALS' (created by Laure LE BARS, 20 days ago), 'GOVERNANCE' (created by Nuria De Lama, 24 days ago), 'DELIVERABLES' (created by Susana Palomares, 1 month ago), 'TEMPLATES' (with a 'Ver Más' link), 'OFFICE' (created by Susana Palomares, 1 month ago), and 'EVENTS' (created by Laure LE BARS, 3 months ago). Each folder entry includes a checkbox, a folder icon, the folder name, the creator's name, the type 'Carpeta', and the creation time.

Figure 3 BDVe document repository

## D1.5 Quality Assurance and Self-Assessment/ KPI project framework

The BDVe Document Repository is being utilized to store and exchange documents between the consortium partners. The BDVe Repository provides restricted access to authorized users through password-protected authentication. All users have reading, writing and delete permissions. JAM provides some advanced functionalities, like the possibility of modifying documents directly in the system, fora, calendar, notifications or voting capabilities, among others. It has also been selected because BDVA is using the same tool and many partners of the consortium are also involved in it. Therefore, it avoids disruption and the need for people to use multiple tools and passwords at the same time.

Documents are organized according to the project workpackage structure.

It is the partners' responsibility to make sure that all documents are made available to the Coordinating Partner for inclusion in the repository. For further information, refer to chapter 3 Quality Assurance.

## 3 Quality Assurance

### 3.1 Deliverables Preparation

The deliverables should be submitted using the BDVe deliverable's template (See ANNEX 1). Editor of the deliverable is in charge of providing a ToC to contributors and is responsible of the reception of inputs and final production of the document. Each deliverable will include compulsorily at least the following sections:

- Cover page,
- Table of Contents,
- Table of Figures
- List of Tables,
- Executive Summary,
- Introduction
- Document text (chapters)
- Conclusion
- Reference section
- Annexes (if required)

The following recommendations should be followed by preparing the project deliverables:

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- **Language:** English (language correction support British English). The editor must be proficiency in English. The QM is not in charge of reviewing the language; this is on the Editor responsibility.
- **Acronym:** Always use BDVe (keep in mind the capitals and lower case)
- **File Name Convention for final version:** BDVe\_Dx.x.x-Title.v1.0.doc or.pdf
- **Former word versions should be:** BDVe -Dx.x.x-Title-v0x.doc3
- **Cover:** Review front page very as it has legal relevance
- **Repository:** Place the final version both in .doc and .pdf in the WP folder on the JAM repository.

### 3.2 Deliverables Quality Control

BDVe quality approach is ensuring that the project quality remains at a high level throughout the project cycle. A set of procedures has been created to address the deliverable production and delivery. A final internal review by two different reviewers is planned for each deliverable. The PMSO (Atos) will appoint a Quality Manager to coordinate this. From an operational point of view, the procedures will run as follows:

- ATOS is the **QM** and sends the final versions to the EC;
- **Iterative** process with the document's Editor
  - **V0.1:** TOC following template with instructions on the content and expected contributions/responsibilities;
  - **V0.X:** Mature draft with partners' contributions and following template is sent to internal reviewers;
  - **VX:** Pre-Final version provided by Editor to QM after Editor has incorporated all suggestions to V0.X ;
  - **Final:** Final version to be submitted to EC after Editor has incorporated all suggestions from QM;
- All the written reports will be revised by 2 **internal reviewers at technical level** (partners that do not participate in the deliverable)
- A final review on quality will be performed by QM
- Quality process can be a long process– so all deliverables must be **planned well in advance**

Therefore, the quality control process will have two dimensions: contents and quality. In this way, each revision of the contents must be carried out following the following procures:

- Identifying the modifications and the chapters and paragraphs concerned

## D1.5 Quality Assurance and Self-Assessment/ KPI project framework

- Checking and approving the modified parts (all revisions are submitted for acceptance to each partner),
- Distributing the new document to all partners.

From a quality point of view, the project documentation will be reviewed against the following criteria:

- Format of the document according to the document template (as defined in Annex 1)
- Identification and correction of spelling or syntax mistakes, etc.

In order to facilitate the review process, two internal reviewers (apart from the deliverable responsible) have been already assigned to each deliverable, as indicated in the following table:

Deliverable Number	WP	PARTNER	Due Date	reviewer 1	reviewer 2
D1.1	Project Progress Report M18	2 - ATOS SPAIN SA	18	PCC	
D1.2	Project Progress Report M36	2 - ATOS SPAIN SA	36	PCC	
D1.3	Project Progress Report M48	2 - ATOS SPAIN SA	48	PCC	
D1.4	Project Final Report	2 - ATOS SPAIN SA	48	PCC	
D1.5	Quality assurance and self-assessment plan/KPI project framework	2 - ATOS SPAIN SA	3	PCC	
D1.6	Advisory Board composition, objectives and operational framework	1 - SAP SE	6	PCC	
D1.7	Advisory Board reports M18	1 - SAP SE	18	PCC	
D1.8	Advisory Board reports M36	1 - SAP SE	36	PCC	

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Deliverable Number	WP	PARTNER	Due Date	reviewer 1	reviewer 2
D1.9	Advisory Board reports M48	1 - SAP SE	48	PCC	
D1.10	Research Data Management Plan	1 - SAP SE	6	PCC	
D2.1	Report on high level consultation	5 - TNO	6	SIEMENS	ATOS
D2.2	Annual Position paper and action plans M12	5 - TNO	12	SIEMENS	ATOS
D2.3	Annual Position paper and action plans M24	5 - TNO	24	SIEMENS	ATOS
D2.4	Annual Position paper and action plans M36	5 - TNO	36	SIEMENS	ATOS
D2.5	Annual Report on Opportunities M15	3 - SIEMENS	15	ATOS	UDE
D2.6	Annual Report on Opportunities M27	3 - SIEMENS	27	ATOS	UDE
D2.7	Annual Report on Opportunities M39	3 - SIEMENS	39	ATOS	UDE
D2.8	Status Report on BDVe network and market WP2 place activities M18	8 - EIT DIGITAL	18	INSIGHT	TNO
D2.9	Status Report on BDVe network and market place activities M36	8 - EIT DIGITAL	36	INSIGHT	TNO
D2.10	Status Report on BDVe network and market place activities M48	8 - EIT DIGITAL	48	INSIGHT	TNO
D2.11	Intermediate Report on Sector Workshops, Webinars and Voting	3 - SIEMENS	20	UPN	ANSWARE
D2.12	Final Report on Sector Workshops, Webinars and Voting	3 - SIEMENS	46	UPN	ANSWARE

## D1.5 Quality Assurance and Self-Assessment/ KPI project framework

Deliverable Number	WP	PARTNER	Due Date	reviewer 1	reviewer 2
D2.13	Online Impact Monitor	8 - EIT DIGITAL	15	UPN	TILDE
D3.1	Enriched Map of Big Data players in Europe: user communities	2 - ATOS SPAIN SA	6	EIT	ITI
D3.2	Value proposition and engagement plan for sectorial communities	2 - ATOS SPAIN SA	6	EIT	ITI
D3.3	User Ecosystem characterization M18	2 - ATOS SPAIN SA	18	EIT	ITI
D3.4	User Ecosystem characterization M36	2 - ATOS SPAIN SA	36	EIT	ITI
D3.5	User Ecosystem characterization M48	2 - ATOS SPAIN SA	48	EIT	ITI
D3.6	Enriched Map of Big Data players in Europe: SMEs and startups	9 - TILDE	6	SAP	SIEMENS
D3.7	Value proposition and WP3 engagement plan for entrepreneurs and SMEs	9 - TILDE	6	SAP	SIEMENS
D3.8	Startups and SME Ecosystem characterization M18	9 - TILDE	18	SAP	SIEMENS
D3.9	Startups and SME Ecosystem characterization M36	9 - TILDE	36	SAP	SIEMENS
D3.10	Startups and SME Ecosystem characterization M48	9 - TILDE	48	SAP	SIEMENS
D3.11	Report on Big data National and regional outreach M18	2 - ATOS SPAIN SA	18	UDE	TILDE
D3.12	Report on Big data National and regional outreach M48	2 - ATOS SPAIN SA	48	UDE	TILDE

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Deliverable Number	WP	PARTNER	Due Date	reviewer 1	reviewer 2
D3.13	Report on alignment with other relevant initiatives M18	1 - SAP SE	18	OGI	TILDE
D3.14	Report on alignment with other relevant initiatives M48	1 - SAP SE	48	OGI	TILDE
D3.15	Collaborative environment/ marketplace M4	2 - ATOS SPAIN SA	4	BDVA	INSIGH
D3.16	Collaborative environment/ marketplace M18	2 - ATOS SPAIN SA	18	BDVA	INSIGH
D3.17	Governance and coordination structure of BDVA PPP implementation	7 - UDE	3	BDVA	ANSWARE
D4.1	Network of National BDV Centres of Excellence Best Practice Guide	7 - INSIGHT	12	ATOS	EIT
D4.2	Skills, Education, and Centers of Excellence Period I Report M18	7 - INSIGHT	18	UDE	ATOS
D4.3	Skills, Education, and Centers of Excellence Period 2 Report M36	7 - INSIGHT	36	UDE	ATOS
D4.4	Skills, Education, and Centers of Excellence Period 3 Report M48	7 - INSIGHT	48	UDE	ATOS
D4.5	Big Data Value Education Hub Initial Release	7 - UDE	6	EIT	TILDE
D4.6	Framework for European Certified Professional Big Data Scientists	6 - UPM	12	EIT	TILDE
D4.7	Data Scientists Mobility Programme Framework WP4	8 - EIT DIGITAL	12	TILDE	SAP

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Deliverable Number	WP	PARTNER	Due Date	reviewer 1	reviewer 2
D5.1	Communication and Dissemination Strategy M3	10 - BDVA	3	ANSWARE	UPM
D5.2	Communication and Dissemination Strategy M18	10 - BDVA	18	ANSWARE	UPM
D5.3	Communication and Dissemination Strategy M36	10 - BDVA	36	ANSWARE	UPM
D5.4	Periodic report on Communication and Dissemination M18	11 - OG1	18	TNO	UPM
D5.5	Periodic report on Communication and Dissemination M36	11 - OG1	36	TNO	UPM
D5.6	Periodic report on Communication and WP5 Dissemination M48	11 - OG1	48	TNO	UPM
D5.7	Brand Authorship and Communications Channels	11 - OG1	3	BDVA	SAP
D5.8	PPP Promotional Materials M18	11 - OG1	18	ATOS	SAP
D5.9	PPP Promotional Materials M36	11 - OG1	36	ATOS	SAP
D5.10	PPP Promotional Materials M48	11 - OG1	48	ATOS	SAP
D5.11	Impact and coverage: On-line, Media, Events M18	11 - OG1	18	BDVA	INSIGH
D5.12	Impact and coverage: On-line, Media, Events M36	11 - OG1	36	BDVA	INSIGH
D5.13	Impact and coverage: On-line, Media, Events M48	11 - OG1	48	BDVA	INSIGH



## 4 Risk Management Plan

Like any other project, BDVe will face certain situations with a myriad of risks that can affect its normal progress or even put it in danger. Anticipating these risky situations will provide the consortium with information to take decisions accordingly and act in time to minimise the impact. Therefore, the risk management is vital. A risk management plan has to be taken into account early on in the project as described in the Description of Action (DoA)

### 4.1 Risk management process

Risk can be defined as the combination of the probability of an event and its consequences<sup>1</sup>.

- Assessing continuously what could go wrong (risks).
- Determining which risks are important to deal with.
- Implementing strategies to deal with those risks.

BDVe will follow a continuous risk management method, which focuses on continuous activities to identify, analyse, plan, track, control and communicate risks:

- Identify risks: search for and locate risks before they become problems.
- Assess and analyse risks: transform risk data into decision-making information.
- Plan action: translate risk information into decisions and mitigate actions (both present and future).
- Implementation: implement those actions.
- Measure control and monitor: monitor risk indicators and mitigation actions and correct for deviations from the risk mitigation plans.

All these activities will be supported by communication, which will provide information and feedback internal and external to the project on the risk activities, current risks, and emerging risks.

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<sup>1</sup> International Organisation for Standardisation. "Quality management systems -- Fundamentals and vocabulary TC 176/ SC 1. <http://www.iso.org>



Figure 4 Risk Process Cycle

#### 4.1.1 Risk quantification

Once a risk is identified, the next step is to weight it up and take appropriate action. For this purpose, two dimensions are considered: the probability and the impact of the risk occurrence.

PROBABILITY			
Rating	% Probability	Probability of Occurrence	Description
5	>85%	Almost Certain	Assume risk will occur
4	50 - 85%	Very Likely	More likely to happen than not
3	21 - 49%	Likely/Possible	Fairly likely to occur
2	1 - 20%	Not very likely	Low, but not impossible

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1	<1%	Highly Unlikely/Improbable	Could ignore, but leave on risk register
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**Table 5 Risk Probability**

IMPACT	5	4	3	2	1
	Severe	High	Moderate	Minor	Trivial

**Table 6 Risk Impact**

Based on these two variables the priority of a risk can be established and the detected risks can be then ranked accordingly. In this way, for risks where the level of severity is high, specific mitigation strategies should be put in place and acted upon.

IMPACT	PROBABILITY				
	Almost Certain	Very Likely	Likely/Possible	Not very likely	Highly Unlikely/Improbable
Severe	HIGH	HIGH	HIGH	MEDIUM	MEDIUM
High	HIGH	HIGH	MEDIUM	MEDIUM	MEDIUM
Moderate	MEDIUM	MEDIUM	MEDIUM	MEDIUM	LOW
Minor	MEDIUM	LOW	LOW	LOW	LOW
Trivial	MEDIUM	LOW	LOW	LOW	LOW

**Table 7 Level of severity**

### 4.1.2 Risk responsibility

The Project Coordinator (PC), supported by the Quality Manager (QM) is responsible for assessing the global risks of the project, monitoring them and applying the required contingency plans for minimizing or eliminating risks. Each Task leader (TL) is responsible for the risk management within his/her own Task and reports directly to the Work Package Leader (WPL). Each WPL is responsible for the compliance of his/her own Work Package and reports directly to the PC. Each member of the

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consortium will be responsible for informing the Project Coordinator about any contingencies that might have negative impacts on the success of the project.

In order to successfully accomplish this process, the cooperation of project partners is instrumental. Risk management is a common responsibility of all partners.

### 4.1.3 Identification, analysis and mitigation strategies of risks

A risk information template is included in Annex 2: BDVe Risk Information Template. It shall be used for identifying new risks as well as modifying the status of risks, tracking the status and monitoring the mitigation strategy evolution. WPLs are responsible for filling in the template for risks related to their respective work packages. The risks for each work package will be then consolidated by the Project Coordinator who maintains an updated version of the Risk Management Plan for the project.

At operational level, the risk identification will run as follows:

- In each WP, risks and mitigation actions are **identified and updated** by WP leaders periodically (every 3 months)
- WP leader **takes action** on risks;
- WP leaders **communicate** such lists to QM;
- Risk lists **consolidated and prioritized** at project level by QM;
- Risk lists **reported** in PCC sessions by QM;
- **Mitigation actions followed** up in the PCC;

Both exploitation and communication/dissemination plans will be updated/adapted according to the identified risks.

4.1.4 BDVe initial list of risks

4.1.4.1 Foreseen risks in DoA

Description of risk	WP	Probability	Impact	Severity	Proposed risk-mitigation measures
A partner is unable to produce their work on time.	WP1, WP2, WP3, WP4, WP5	Possible	Minor	Low	Managing this risk requires regular contact between the project coordinator and the partner. If it becomes apparent that the risk is a serious one, early remedial action must be taken, e.g., either to have another representative from the partner organisation to undertake or assist in the production of the work or, in extreme cases, the work may need to be taken away from the partner and a new partner installed to take over. Such a change would require agreement with the Project coordinator and amendment to be signed by all parties.
A partner is unable to work effectively with other partners and/or stakeholders with whom we need to interact.	WP2, WP5	Improbable	Moderate	Low	Since an important element of this project is contact with stakeholders, each partner needs effective communication and co-operation skills and must be able to establish good interpersonal relations with stakeholders. If the partner is unable to work effectively with others, or if the individual partner is not suited to the task, remedial action of

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Description of risk	WP	Probability	Impact	Severity	Proposed risk-mitigation measures
					the type mentioned above may need to be taken.
A partner is unable to produce work of sufficiently high quality to be acceptable for the other partners or the Commission.	WP1, WP2, WP3, WP4, WP5	<i>Improbable</i>	<i>Moderate</i>	<i>Low</i>	This is an extremely small risk in view of the fact that all partners have produced deliverables in the past and most have an extensive list of peer reviewed publications and successful projects to their credit.
Budget exceeded	WP1, WP2, WP3, WP4, WP5	<i>Not likely very</i>	<i>Minor</i>	<i>Low</i>	To ensure that all tasks can be fulfilled on time and within budget, the consortium comprises partners with experience in EU projects and a good financial standing.
The partners encounter difficulties in involving stakeholders in the BDV PPP.	WP2, WP3, WP4	<i>Not likely very</i>	<i>Minor</i>	<i>Low</i>	Due to the prior work to engage and collaborate with relevant stakeholders (including data owners, end-users, educational organizations) in the BDVA, the consortium feels that this is a low risk. The consortium has already arranged an advisory board with members to be involved in the BDVe project, and actively participate in expanding the BDV PPP community.
The partners encounter difficulties in inspiring discussion on key topics among stakeholders.	WP2, WP3	<i>Possible</i>	<i>Moderate</i>	<i>Medium</i>	Stakeholder discussion will be stimulated in several ways, directly (face-to-face) through the workshops and conference (EDF BDVA Summit, etc.) and indirectly through social networking, the website,

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Description of risk	WP	Probability	Impact	Severity	Proposed risk-mitigation measures
					e-mailings, press releases, presentations at third-party conferences, industry articles, etc. The key to inspiring such discussion is cultivating relationships with stakeholders, and to have an understanding of stakeholder views.
Poor level of interest in BDVe and BDV PPP from mass media outlets	WP5	<i>Possible</i>	<i>Moderate</i>	<i>Medium</i>	The dissemination plan in WP5 is intended to raise awareness of the BDV PPP findings among scientists, policy makers, industry, the media and members of the public. The consortium is confident in their ability to reach, and generate interest in BDV PPP, among scientists, academics, policy makers and industry. WP5 has a specific strategy to target mass media through a publicity campaign and connect to existing debates. Language will also be adapted to each of the targeted groups to make sure messages are communicated in a clear way.
Take up levels of the Big Data Value Education Hub Education Hub may be below expectations	WP4	<i>Improbable</i>	<i>Moderate</i>	<i>Low</i>	To mitigate the risk of low uptake of the Education Hub, BDVe will follow a combined strategy, taking into account two essential perspectives: (1) Prospective universities and professional students with interest in Big Data will be reached through targeted “advertising”, such as at conferences, industry events, but also through mailing activities and social networks;

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Description of risk	WP	Probability	Impact	Severity	Proposed risk-mitigation measures
					(2) Lecturers and professors offering Big Data courses, as well as departments offering Big Data programmes will be actively contacted to provide detailed and relevant information, thereby making the knowledge comprehensive, interesting and up to date.

### 4.1.4.2 Unforeseen risks

Since the beginning of the project a set of new unforeseen risks have been identified, summarized in the following table:

Description of risk	WP	Probability	Impact	Severity	Proposed risk-mitigation measures
Access to established assets owned by BDVe partners that are a baseline for the work to be done in the project	WP4	<i>Not very likely</i>	<i>Severe</i>	<i>Medium</i>	Build a strong relationship to EDSA and EDISON and widely discuss with key partners like EIT Digital the involvement of their assets in the project (like access to their nodes, the mobility programme, master, etc.)
Difficulty to measure what degree of success is due to BDVe activities, BDVA or other stakeholders responsible for the PPP execution due to the tight integration of	ALL	<i>Possible</i>	<i>Minor</i>	<i>Low</i>	To monitor as much as possible which efforts comes from BDVe and report them on the relevant deliverables. In any case BDVe will play a supporting role and as such we plan to encourage as much as possible actions from other initiatives and stakeholders that contribute to the overall



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Description of risk	WP	Probability	Impact	Severity	Proposed risk-mitigation measures
activities					success of the PPP.
Deviation of budget associated to events organization. Due to the nature of the project the Consortium will have to take care of numerous logistic costs (for organization of workshops, thematic breakfasts, meetings with other initiatives, etc)	WP5	<i>Possible</i>	<i>Moderate</i>	<i>Medium</i>	Close monitoring of the project costs and redistribution of the resources of the involved partners if needed (swap among costs categories). We consider the process of submitting amendments as a suitable one to inform about potential changes that the project may need in order to better execute its responsibilities. If this arrives, it will be informed to the EC appropriately.
Difficulty to fulfil expectations. Not enough resources for supporting the programme along the full implementation of the PPP if there are many demands from projects	ALL	<i>Very Likely</i>	<i>Moderate</i>	<i>Medium</i>	Clearly identify the role of BDVe, the possible supporting scope that the project can offer and clearly communicate it to the projects. CSAs are quite open actions in nature and due to the long duration of the project it may be difficult to cope with all activities at the same level all the time. At the beginning of the project BDVe is paying attention to define the boundaries and the priorities.
Difficulties in integrating the whole Big Data landscape, since activities at the EC level are very much distributed and scattered across	ALL	<i>Very Likely</i>	<i>Moderate</i>	<i>Medium</i>	BDVe is working to create relationships with many of these stakeholders and counts on the support of BDVA in terms of efforts to minimize the risk

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Description of risk	WP	Probability	Impact	Severity	Proposed risk-mitigation measures
different work programmes (for example, activities in Big data in Health, in Public Sector, in Manufacturing, sometimes even outside DG Connect)					

# 5 Key Performance Indicator Assessment

Due to the nature of this CSA, closely related to the development of the PPP, it is needed to balance BDVe KPI's with those already identified for the PPP, in order to contribute to the successful development of the PPP as much as possible. In the end, BDVe has to support the PPP in its KPIs even though it is clear that as a CSA we may have more impact on some of these indicators and less impact or no impact on some others.

As such, BDVe actions have been defined to address specifically the KPIs of the PPP (either directly, with an explicit impact on the indicators as a result of our activities) or indirectly, by providing the most suitable supporting framework for the other projects and initiatives to achieve those KPIs (overall support to the PPP implementation).

In this context, defining the quantitative measures to assess the project success is a difficult task at this early stage of the project, since most of BDVe contributions to cPPP KPIs will be qualitative rather than quantitative (In many cases qualitative characteristics of the project can be much more important to measure the success). In addition, the identification and definition of the project KPI's is intrinsically connected to the project development itself, specifically the WP2 has among its objectives to contribute to the monitoring of the BDV PPP by tracking the agreed BDVA KPIs and by employing the Innovation Radar approach championed by the European Commission. This is actually an ongoing task that will be specifically reported in the relevant WP2 deliverables.

Therefore, the table presented below should be interpreted as the first draft and a living reference, which will be discussed and updated during the project life. Each WP will monitor their specific KPIs at WP level and will report as risks the possible deviations to the PCC. The PC, together with the PCC will analyse the risks and decide contingency/mitigation actions if needed.

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	KPI DOMAIN	KPI cPPP	BDVe Contribution to cPPP KPI's
IMPACT ON INDUSTRIAL COMPETITIVENESS AND THE ECONOMY	European suppliers enabled to secure a 30 % share of the global big data market by 2020	Increased revenue share of EU companies against total of revenue of EU, US, Japan, Brazil	In WP3 BDVe will support the enrichment of the Big data ecosystem in Europe. This will be done, among others, by attracting potential users/adopters of the technologies (a value proposition for all of them will be defined) and by helping to align supply and demand. We will also give visibility to the large scale pilots as concrete solutions that could be replicated by other players in similar or other domains (also in WP5).
	cPPP investments leveraged through sector investments by four times the cPPP's total estimated budget;	Total amount of funds leveraged through the cPPP, (including additional activities) divided by the EC contribution to the cPPP projects	T2.1-T2.2. consolidating valuable content that can influence and guide investment decisions of BDVA network partners T2.3. and T2.4 BDVe will organize events and interactions with BDVA network partners (in close collaboration with WP3) to inform them about promising investment option and collect & document their feedback.

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	KPI DOMAIN	KPI cPPP	BDVe Contribution to cPPP KPI's
	Increase the number of organizations participating in the PPP	50% annual increase in the number of organisations that participate actively in the PPP	WP3 (All) will attract additional players to the PPP by promoting the impact that big data solutions could have for them. This entails a continuous work in meeting different communities (for example industrial associations in different sectors) and contacting by different means players in both the supply and the demand in the EU as a whole. However, it is worth noticing that being part of the PPP does not imply necessarily becoming member of BDVA.
	Increase the number of SMEs participating in the cPPP projects under this initiative	SMEs participating in the cPPP projects under this initiative represent at least 20 % of participant organisations;	T2.3. BDVe will attract new SMEs through involvement of intermediaries as well as through facilitating collaboration on regional and national level (events, etc) leveraging in addition the work of the i-Spaces;

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	KPI DOMAIN	KPI cPPP	BDVe Contribution to cPPP KPI's
	Increased competitive European provision of big data value creation systems and technologies;	Number of systems and technologies developed in the relevant sector in cPPP projects (beyond state of the art)	T2.3. BDVe will attract new SMEs through involvement of intermediaries as well as through facilitating collaboration on regional and national level (events, etc) leveraging in addition the work of the i-Spaces;. The influence of BDVe may not be so much on increasing the number of solutions but rather on giving visibility to the existing and future ones so that more interactions happen between suppliers and users.
	Number of Data Companies	increased number of European companies offering data technology, application and services, including start-ups, by 2020	T2.3 & T3.2.: Involving new companies Through innovation market Place and intermediaries, Support of start-ups through Ecosystem (accelerators/ Incubators, access to finance). Visibility and dissemination of success stories will help to attract entrepreneurs to this field. Also visibility of assets (access to data, big data analytic tools, training, etc) should contribute in the long term

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	KPI DOMAIN	KPI cPPP	BDVe Contribution to cPPP KPI's
			to generate additional activity.
	Revenue generated by European Data Companies	increased revenue generated by European data companies (in absolute and relative terms) by 2020	See contribution described for the first KPI on increasing market share of EU companies.
	Employment	Constant increase in the number of data professionals in different sectors, domains and various operational functions within businesses	Supply Side: The four tasks of WP4, will contribute towards this KPI from different angles and with different time horizons. The network of Centres of Excellence activities in T4.1 will facilitate sharing of best practices and knowledge on big data education among member states, this can help to improve the transfer of data innovation to industrial sectors, T4.2 will provide a repository and marketing activities related to creating awareness for existing university programmes for prospective data scientists, T4.3 will increase the attractiveness of curricula and training programmes by providing “BDVA”

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	KPI DOMAIN	KPI cPPP	BDVe Contribution to cPPP KPI's
SOCIO-ECONOMIC IMPACT			labelling of these programmes, and T4.4 will contribute to skill building by means of the mobility of data scientists.
	Sector & Domains addressed	At least 10 major sectors and major domains supported by Big Data technologies and applications developed in the PPP	WP3 has a specific activity on attracting users or adopters of big data technology. This task will address those sectors where better results can be achieved, either because of the potential impact of big data as reported by different reports (ex. IDC), because of the presence of some stakeholders that could motivate others to follow (for example through BDVA Task forces in different application domains) or because of projects that could act as engines to create dynamism in a sector, as it is the case of the two existing lighthouses DataBio and Transforming Transport. Domains that are already in the strategic plan of BDVe include Agrifood, Manufacturing, Smart Cities, Transport, Logistics, Aviation Safety, Energy, Health, Telecom or Finance.



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	KPI DOMAIN	KPI cPPP	BDVe Contribution to cPPP KPI's
	new economically viable services of high societal value, e.g. personalised medicine applications;		BDVe will give visibility to the work of the large scale pilots where specific solutions for different sectors will be deployed and validated, but we will also work on exposing assets and enablers that may be helpful to build other services or applications. In WP2-3 we will also get a better understanding of what needs come from different industrial sectors, which will probably lead to the definition of new potential services.
OPERATIONAL ASPECTS	Higher establishment and availability of big data value creation skills development in partnership with the EIT ICT Labs	Number of training programs established with participation of at least 100 participants per training session arising from cPPP	Task 4.2 will indirectly support the participation by providing the BDV Education Hub this facilitating matchmaking between training programs and data scientists. Task 4.3 will also indirectly support participation by certifying already established programmes
		Number of European training programs involving 3 different disciplines with the participation of at least 100	Task 4.3 provides a BDVA labelling for existing programmes fulfilling these criteria to promote and enlarge the number of institutions participating in

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	KPI DOMAIN	KPI cPPP	BDVe Contribution to cPPP KPI's
		participants	process and move towards a widely acknowledged EU-level certification process for both master and professional courses. Thus encouraging participation by students and professionals.
	Contributing to industrially valid training programs	Number of members Network of national centers of excellence and the industry	Under Task 4.1, the BDVe project task will support a Network of National BDV Centers of Excellence in the domain of Big Data Value. The network will foster collaboration and promote the sharing of best practices and know-how between existing Centres of Excellence.
	Efficiency , transparency and openness of cPPP's consultation processes, demonstrating clear value added in the use of public funding;	Number of overall contributors in the SRIA consultation process	BDVe will contribute to give visibility to the activities developed in the context of the PPP, including projects that contribute to the implementation of the SRIA but also activities that are of interest to the community as a whole such as the SRIA elaboration process.
		Number of events to collect feedback from the community	No applicable, since this is responsibility of BDVA as private counterpart of the

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	KPI DOMAIN	KPI cPPP	BDVe Contribution to cPPP KPI's
			PPP. However, BDVe will help in organizing or supporting events as needed for the benefit of the community.

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Additionally, a set of KPIs focused on the specific communication and dissemination of the project has been designed. They will be considered for the monitoring and evaluation of the different activities of the strategy. A full description of the KPIs and the dissemination and communication strategy can be found in D5.1 Communication and Dissemination Plan. Here we provide the initial list even though many of these indicators will be revised based on the needs and context of the project.

### **Communication strategy:**

- Number of flyers created
- Press releases at European and national levels.
- Promotional video: views in Youtube, views in the website
- Website: visits, downloads, others ...
- Newsletter: total delivered per year, number of subscribers
- Twitter: followers (total, increasing per period), tweets, impressions, twitter profile visits, mentions
- Slideshare: number of presentations, likes, views.
- LinkedIn: number of impressions, posts, followers, members.

### **Dissemination strategy:**

- Number of national antennas: selected, contacted, agreed
- Contents provided to stakeholders (antennas, PPP projects, other PPP): number, type.
- Contents provided by stakeholders: number, type
- Contents disseminated:
  - Proportion of expected outcomes from stakeholders: BDVe WP's, BDVA, projects, PPP, antennas.
  - Total: reports, white papers, scientific publications, other
- Percentage of completion of the annual operational plan. Number of internal events organized by BDVe, number (and type) of assistants, presence of PPP projects (number) and other stakeholders
- External events where PPP participates:
  - Number and type: industrial fair, industrial conference, scientific conference
  - Type of collaboration (media partner / stakeholder, sponsor, exhibitor, speaker, general public).

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Activity	KPI	Baseline	Challenge
<b>Flyers</b>	Number	2	2
<b>Press releases</b>	EU level	2	2
	National level	10	10
<b>Video</b>	Views in Youtube	5000	10000
<b>Website</b>	Visits	5000	10000
<b>Slideshare</b>	Presentations	5	10
	Downloads	25	50
	Views	200	500
<b>Newsletter</b>	Total per year	5	5
	Number of subscribers	300	500
<b>Twitter</b>	Followers (total)	900	1000
	Followers (% increasing per month)	5	10
	Tweets	3/day	6/day
<b>LinkedIn</b>	Posts	3 / week	7 / week
	Followers	450	600
	Members	200	250
<b>National antennas</b>	Selected	29 (total)	29 (total)
	Contacted	29 (total)	29 (total)
	Engaged	29 (total)	29 (total)
	Broadcasting media (interviews)	3	3
	Broadcasting media (promotional videos)	2	2
<b>Other PPPs</b>	Engaged	5 (total)	10 (total)
<b>Other events</b>	Engaged	5 (total)	10 (total)
<b>Contents disseminated to</b>	Antennas	1	2

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Activity	KPI	Baseline	Challenge
<b>stakeholders</b>	PPP projects	1	1
	Other PPPs	1	1
<b>Contents received from stakeholders</b>	Antennas	1	1
	PPP projects	1	1
	Other PPPs	1	1
<b>Summit</b>	Number	1	1
	Attendees	300	400
	Sponsors	25	25
	Speakers	10	15
	PPP projects	5	14
	Other stakeholders	5	10
<b>Sectorial workshops</b>	Number	1	1
	Attendees	15	20
	Sponsors	2	5
	PPP projects	5	14
	Other stakeholders	5	10
<b>Entrepreneurship meetings</b>	Number	1	1
	Attendees	15	20
	Sponsors	2	5
	PPP projects	5	14
	Other stakeholders	5	10
<b>Networking events for national centres of excellence</b>	Number	1	1
	Attendees	15	20
	Sponsors	2	5
	PPP projects	5	14
	Other stakeholders	5	10

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Activity	KPI	Baseline	Challenge
<b>Member states data forum</b>	Number	1	1
	Attendees	20	30
	Sponsors	5	10
	Speakers	1	1
	PPP projects	1	1
	Other stakeholders		
<b>Thematic meeting breakfast</b>	Number	1	1
	Attendees	20	40
	Sponsors	5	10
	Speakers	1	2
	PPP projects	10	20
	Other stakeholders	4	8
<b>Industrial fairs and conferences</b>	Number	3	3
	Type of participation	Sponsor	Sponsor / stand / speaker
	Other initiatives involved	3	6
<b>Scientific conferences</b>	Number	2	2
	Type of participation	Sponsor	Sponsor/stand /speaker
	Other stakeholders involved	2	4

**Table 8 Communication and Dissemination initial KPI's**

## 6 Conclusions

The document has clearly outlined the procedures that will ensure the smooth development of the project and therefore the quality of the outputs. These procedures include the information flow, information sharing, versioning, revisions and delivery process. All partners should be actively involved in fulfilling the quality requirements of the project.

A risk management procedure has also been implemented in order to assure that the Consortium will be aware of those risks that may hinder the project success, anticipating corrective actions and/or establishing contingency measures.

Due to the nature of the project and its dependency to the creation of the Big Data PPP only an initial set of KPIs has been identified. The definition of all the KPIs and the necessary monitoring systems will be implemented at WP level. This is a living document and will be evolving through the life time of the project.



## ANNEX 1: Deliverables Template



### **Dx.x: Deliverable Title**

Workpackage	WPx - <WP Title>
Editor(s):	<list of editor's full names>
Responsible Partner:	<Acronym company name>
Contributors	<Acronym company name>
Internal Reviewer	<list of internal reviewers' acronym company name >
Status-Version:	Final – vx.x
Due to	MXX
Submission Date:	xx/xx/2016
EC Distribution:	<Nature of deliverable >
Abstract:	<4-5 lines of text>



## Contents

---

<b>1</b>	<b>INTRODUCTION .....</b>	<b>56</b>
1.1	SUB-SECTION NAME .....	56
1.1.1	Sub-sub-section.....	56
1.1.1.1	Sub-Sub-Sub-section.....	56
1.1.2	Sub-sub-section.....	56
1.2	SUB-SECTION NAME .....	56
<b>2</b>	<b>SECTIONNAME .....</b>	<b>57</b>
2.1	SUB-SECTION NAME .....	57
2.1.1	Sub-sub-section.....	57
2.1.2	Sub-sub-section.....	57
2.2	SUB-SECTION NAME .....	57
<b>3</b>	<b>TITLE .....</b>	<b>58</b>
<b>4</b>	<b>CONCLUSIONS .....</b>	<b>59</b>
<b>5</b>	<b>REFERENCES .....</b>	<b>60</b>

## List of Figures

---

FIGURE 1: FIGURE TITLE .....56

## List of Tables

---

TABLE 1: DEFINITIONS, ACRONYMS AND ABBREVIATIONS..... **ERROR! BOOKMARK NOT DEFINED.**  
TABLE 2: TABLE TITLE ..... **ERROR! BOOKMARK NOT DEFINED.**



## Executive Summary

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Every deliverable should have an executive, introduction and conclusion section. The executive summary should not be more than one page.

Font: Calibri 12

Each paragraph should have a space of 3pt before and 3pt after.

## 7 Introduction

### 7.1 Sub-section name

Below there is an example of how bulleted lists should be used.

- Item no.1
- Item no.2
- Item no 3. Etc.

Sub-sections are separated by a space.

#### 7.1.1 Sub-sub-section

Something .....

##### 7.1.1.1 Sub-Sub-Sub-section

Something .....

##### 7.1.1.1.1 Sub-Sub-Sub-Sub- section

#### 7.1.2 Sub-sub-section

Something .....

### 7.2 Sub-section name

Figures should be aligned in the middle. A figure title should be centred and positioned below the corresponding figure, utilising the font properties as indicated below.



**Figure 5: Figure title**

Use the specific font-properties for footnotes<sup>2</sup>.

---

<sup>2</sup>This is an example of a foot-note.



## 8 Sectionname

### 8.1 Sub-section name

Below there is an example of how bulleted lists should be used.

- Item no.1
- Item no.2
- Item no3. Etc.

Sub-sections are separated by a space.

#### 8.1.1 Sub-sub-section

Something .....

#### 8.1.2 Sub-sub-section

Something .....

### 8.2 Sub-section name

A page-break should be inserted before a new section.

Tables should be aligned in the middle. A table title should be centred and positioned on top of the corresponding table, utilising the font properties and colouring scheme as indicated below.

Title x	Title y	Title w

Table 10: Table title

Dx.x: Deliverable Title

## 9 Title

## 10 Conclusions

Text goes here... [1]

## 11 References

[1] Reference

## APPENDIX A: Title of Appendix

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## **APPENDIX B: Title of Appendix**

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## ANNEX 2: BDVe Risk Information Template

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### WP RISKS & MITIGATION ACTIONS

WP	Nr	Threat	Consequence(s)	Mitigation action(s)*	Probability	Impact	Severity	Deadline

## D1.5 Quality Assurance and Self-Assessment/ KPI project framework

Severity = Chance \* Impact, representing the priority. The severity is determined using the following table.

		IMPACT				
		Almost Certain	Very Likely	Likely/Possible	Not Very Likely	Higly Unlike/Improbable
PROBABILITY	Severe	HIGH	HIGH	HIGH	MEDIUM	MEDIUM
	High	HIGH	HIGH	MEDIUM	MEDIUM	MEDIUM
	Moderate	MEDIUM	MEDIUM	MEDIUM	MEDIUM	LOW
	Minor	MEDIUM	LOW	LOW	LOW	LOW
	Trival	MEDIUM	LOW	LOW	LOW	LOW