



D1.1 Project Management Handbook, incl. project quality plan

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General information

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Project Manager	Allan Tamme, allan.tamme@itl.ee
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Work package lead	ITL
Task number	1.1
Task name	Project management and internal communication
Task lead	ITL
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Deliverable number	1.1
Deliverable name	Project Management Handbook, incl. project quality plan
Deliverable lead	ITL
Deliverable co-lead	BIA
Contributing partners	Georgian ICT Cluster (GIC) MOBINOV automotive cluster (MOBINOV)

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Ver.	Date	Authors and contributors	Notes
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0.2	Aug 29, 2023	Kadri Uus (BIA), Allan Tamme (ITL), Bruno Amaro (MOBINOV), Teona Zurabashvili (GIC)	Revised draft
0.3	Aug 30, 2023	Project Management Team and Steering Committee	Consortium review
1.0	Aug 31, 2023	Allan Tamme (ITL), Kadri Uus (BIA)	Final version

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Abbreviations

BIA – Baltic Innovation Agency, project partner; legal name of the organisation: Baltic Innovation Agency OÜ

CA – Consortium Agreement. An internal written agreement between the beneficiaries regarding their operation and coordination to ensure that the project is implemented properly.

D – Deliverable. A report that is a result of project activities, uploaded in SyGMA (EU Funding & Tenders portal) as part of effective monitoring of the project.

DoA – Description of the Action (included as Annex 1 to the Grant Agreement)

EC – European Commission

EISMEA – European Innovation Council and SMEs Executive Agency, the granting authority under the powers delegated by the European Commission

GA – Grant Agreement. Written contract between the European Commission (represented by the European Innovation Council and SMEs Executive Agency) and the beneficiaries that forms the basis of carrying out the INFIMO project.

GIC – Georgian ICT Cluster, project partner; legal name of the organisation: Georgian ICT Cluster

ITL – Estonian Association of Information Technology and Telecommunications, lead partner of the INFIMO project; legal name of the organisation: MTÜ Eesti Infotehnoloogia ja Telekommunikatsiooni Liit

LP – lead partner, the main contact point for the EU regarding a project implementation. Within the INFIMO project the LP is ITL.

M – Month

MOBINOV – MOBINOV automotive cluster, project partner; legal name of the organisation: MOBINOV –Associacao do Clusterautomovel

MS – Milestone. Milestones are control points in the project that help to keep track of the project progress. Milestones may correspond to the achievement of a key result, allowing the next phase of the work to begin.

PMH – Project Management Handbook, incl. project quality plan; this document

PMT – Project Management Team, the operational management body of the project

PO – Project Officer

SC – Steering Committee, the strategic management body of the project

WP – Work Package

Introduction

The purpose of the Project Management Handbook (PMH) is to describe the mechanisms of project management and quality control used throughout the INFIMO project. The document facilitates adherence of the INFIMO partnership to high-quality project management standards as well as the European Commission (EC) quality expectations in terms of deliverables, reporting and achieving the aimed results of the project. The PMH is developed in line with the INFIMO Grant Agreement (GA) and Consortium Agreement (CA); in case of inconsistencies, the GA shall take precedence over the PMH.

The document serves as a framework for the Project Management Team and Steering Committee to effectively carry out management activities, as well as to monitor and mitigate the project risks. It also serves as a reference for consortium partners to conduct their contractual project activities with expected quality levels. The established procedures and guidelines are representing the views of all parties involved in the project.

The PMH details the core quality procedures of the project related to meetings, deliverables, continuous reporting, risk assessment & mitigation planning, monitoring, keeping records, etc. It also outlines responsibilities among project partners related to meeting the agreed quality standards.

The PMH primarily covers the procedures and best practices for the following project management activities:

- Management structure
- Project workspace
- Internal communication
- Quality control of deliverables
- Reporting of project activities
- Risk management

In addition to the PMH, the project will develop a Communication, Dissemination and Exploitation Plan and a Data Management Plan by M6. For these reasons, communication and data management related topics are not included in detail in the PMH.

This PMH has been developed in the framework of WP1: Project Management, Task 1.1 “Project management and internal communication” of the INFIMO project.

1. Short Overview of the Project

1.1 General Overview of the Project

Interconnected and inclusive innovation ecosystems focused on ICT and mobility (INFIMO) is a Horizon Europe project focused on strategic collaboration between clusters and diverse innovation actors from Estonia, Portugal and Georgia. INFIMO is using information and communication technologies (ICT) for digital and green transition in various economic sectors aligned with the Industry 5.0 (moving towards Industry 6.0) framework.

The main objectives of the project are:

1. **Building a strategic partnership** that engages more diverse innovation actors from Estonia, Portugal and Georgia to jointly develop their innovation capacities and facilitate the deployment and scale-up of innovative solutions.
2. **Development of two collaboration models** supporting the digital and green twin transition in various economic sectors with the help of ICT:
 - **A generic collaboration model** for supporting digitalisation and sustainability in a variety of economic sectors via the use of ICT. The model will be tested in at least 3 'client' sectors;
 - **An advanced collaboration model** facilitating the twin transition and higher competitiveness in the mobility sector, including joint RD&I pilots and an open innovation competition where startups/SMEs propose solutions to the challenges of large companies. The model can be adjusted for use in other sectors in the future.
3. **Supporting science-based product and service development** and setting up Research, Development and Innovation (RD&I) pilots between innovation stakeholders in the INFIMO ecosystems focused on the field of mobility.
4. **Facilitating stronger involvement of women innovators** and increasing gender-responsiveness of services offered by the partners.
5. **Supporting the exchange of best practices, skills and knowledge development and mutual learning** by the involved networks and various innovation actors.
6. **Building contacts** and paving the way for collaboration **with relevant networks and innovation ecosystems** in the EU and associated countries.

The project unites three clusters:

- Estonian ICT Cluster as the lead partner (legal entity: [Estonian Association of Information Technology and Telecommunications](#) (ITL))
- [MOBINOV](#) automotive cluster from Portugal

- [Georgian ICT Cluster](#) (GIC)

ITL represents a Strong Innovator region and bridges the project with three large European networks, the European Digital SME Alliance, DIGITALEUROPE and ITS Nationals. MOBINOV represents a Moderate Innovator region and leverages outreach of the project to other EU mobility and automotive clusters via the European Automotive Cluster Network. GIC represents a Modest Innovator region and links the project with other Georgian cluster initiatives and innovation actors in various industrial sectors. The project consortium also includes the [Baltic Innovation Agency](#) (BIA) from Estonia, an experienced innovation management company and a representative of the Enterprise Europe Network in the project.

Together the partners will act as a driving force to build strategic collaboration between the ecosystems that they are representing. They will encourage the involvement of more diverse innovation stakeholders in the involved countries as well as build contacts with relevant partners from other countries. Jointly, the four partners will focus on reducing the innovation divide in the partnering countries, facilitating stronger involvement and linkages between different innovation actors such as companies of different sizes, RD&I actors, public authorities, investors, social innovators, civil society and non-governmental organisations.

The project runs for a 24-month period, from 01.06.2023 to 31.05.2025. The project is structured into six work packages:

- **WP1. Project management** covers overall project management activities that ensure smooth work processes and support all other WPs throughout the project related to internal communication management, financial management and reporting, monitoring and risk management, data, knowledge and innovation management.
- **WP2. Development of the collaboration strategy** starts with the analysis of the needs of key innovation stakeholders in the involved ecosystems. Building upon that, a joint collaboration strategy and action plan will be developed, outlining an extended 'opening-up' strategy, defining strategic action lines and concrete activities in the mid-term perspective.
- **WP3. Enhancing gender-responsiveness and diversity** includes creating a joint Women in Tech coordination group, customising the services of the partnering clusters to make them more gender-responsive, and fostering higher involvement of women innovators as well as promoting gender equality and diversity throughout all activities of the involved innovation ecosystems.
- **WP4. Enhancing collaboration between sectors and ecosystems** is focused on developing and validating two different collaboration models to support various innovation actors from different sectors, taking into account the maturity levels of the ecosystems. This includes 1) the generic collaboration model between ICT and other sectors and 2) an advanced collaboration model between ICT and mobility sector. The models developed

will be usable also in other innovation ecosystems beyond the immediate project partnership.

- **WP5. Training, skills development and exchange of best practices** aims to take the skills, know-how and general capacity for innovation in the involved ecosystems to a next level. This includes mutual study visits focused on sharing of best practices and deeper collaboration building as well as training events for various innovation actors targeted (the specific topics will be chosen in line with the strategy building process).
- **WP6. Communication, Dissemination and Exploitation** supports the work in core WPs throughout the project, ensuring visibility of the project among the target groups and ensuring awareness related to its activities, benefits and impacts to wider audiences. It also leverages the linkages of the Modest and Moderate Innovator ecosystems with relevant pan-European networks. The WP also plans exploitation of the project results, incl. working towards engaging additional sectors and innovation ecosystems that could benefit from the project results.

The connections between WPs are illustrated on Figure 1 below:

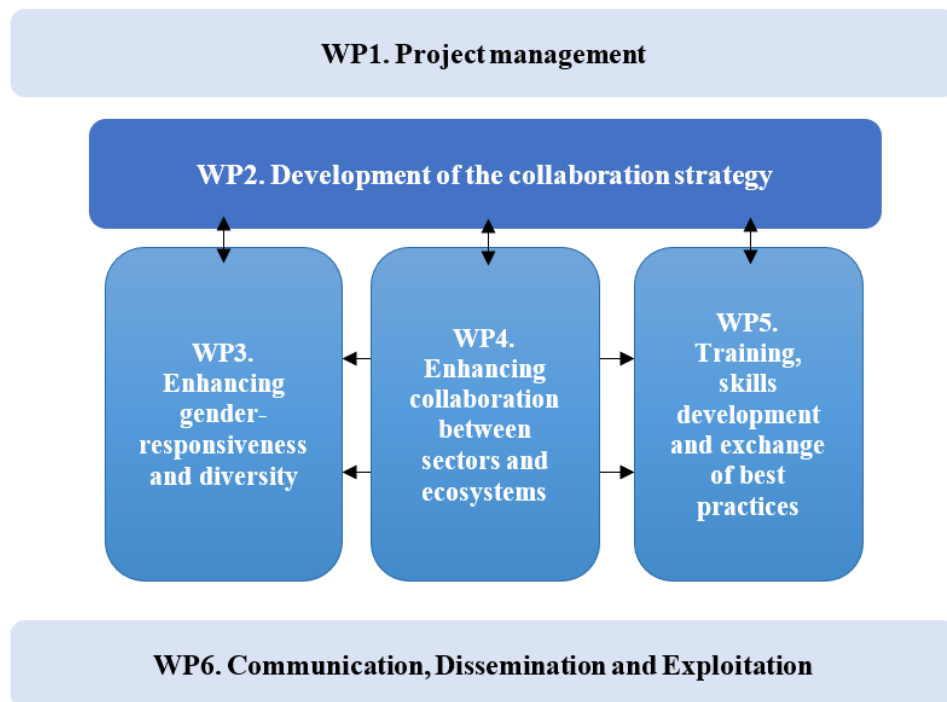


Figure 1: Connections Between INFIMO WPs

The division of responsibilities in the context of the different work packages, as well as the expected start and end dates related to work in each work package and total person-months in the respective WP are outlined in Table 1.

Table 1: Overview of Work Packages

WP No	Work Package Title	Lead	Person-Months	Start Month	End month
1	Project management	ITL	11.8	M1	M24
2	Development of the collaboration strategy	BIA	15.1	M1	M12
3	Enhancing gender-responsiveness and diversity	GIC	15	M3	M24
4	Enhancing collaboration between sectors and ecosystems	MOBI	16	M6	M24
5	Training, skills development and exchange of best practices	MOBI	14	M3	M24
6	Communication, dissemination and exploitation	BIA	11	M1	M24
			82.9		

1.2 Deliverables and Milestones, Gantt chart

The deliverables INFIMO project are outlined in Table 2. Table 3 provides an overview of the key milestones of the project.

Table 2: List of Deliverables

Deliverable (no)	Deliverable name	WP no	Lead	Type	Dissemination level	Delivery date
D1.1	Project management handbook, incl. project quality plan	WP1	ITL	R	PU	31-Aug-23 (M3)
D1.2	Data and innovation management plan	WP1	ITL	DMP	PU	30-Nov-23 (M6)
D2.1	Roadmap of the startup ecosystem in Georgia	WP2	GIC	R	PU	31-Oct-23 (M5)
D2.2	Roadmap of startup ecosystem in Portugal	WP2	MOBI	R	PU	31-Oct-23 (M5)
D2.3	Report on the stakeholder needs in INFIMO innovation ecosystems	WP2	MOBI	R	PU	31-Jan-24 (M8)
D2.4	INFIMO collaboration strategy and action plan	WP2	BIA	R	PU	31-May-23 (M12)
D3.1	Memorandum covering the specified objectives, tasks and membership of the INFIMO	WP3	GIC	R	PU	30-Nov-23 (M6)



	Women in Tech Coordination Group					
D3.2	Report on improving the gender-responsiveness of the services of INFIMO clusters and increasing involvement of women entrepreneurs	WP3	ITL	R	PU	30-Nov-24 (M18)
D4.1	Generic collaboration model development and implementation report	WP4	GIC	R	PU	31-May-25 (M24)
D4.2	Advanced collaboration model development and implementation report	WP4	MOBI	R	PU	31-May-25 (M24)
D5.1	Report on capacity building activities	WP5	MOBI	R	PU	31-May-25 (M24)
D6.1	Plan for dissemination and exploitation, including communication activities	WP6	BIA	R	PU	30-Nov-23 (M6)
D6.2	Project website	WP6	BIA	DEC	PU	30-Nov-23 (M6)
D6.3	Project exploitation roadmap	WP6	BIA	R	PU	31-May-25 (M24)
D6.4	Dissemination and outreach report	WP6	BIA	R	PU	31-May-25 (M24)

Table 3: List of Milestones

MS no	Milestone name	Related WP(s)	Due date (month)	Means of verification
MS1	All project management structures and procedures in place	WP1	31-Aug-23 (M3)	Submission of D1.1. Project Management Handbook
MS2	Women in Tech coordination group operational	WP3	30-Nov-23 (M6)	Submission of D3.1 Memorandum on the Women in Tech Coordination Group
MS3	Collaboration Strategy and Action Plan in place	WP2	31-May-23 (M12)	Submission of D2.4 INFIMO collaboration strategy and action plan
MS4	Service portfolios of INFIMO clusters customised for improved gender-responsiveness	WP3	30-Nov-24	Submission of D3.2 Report on improving the gender-responsiveness of the services of INFIMO clusters

MS5	Generic collaboration model validated with innovation actors from various sectors in Georgia	WP4	31-May-25	Submission of D4.1 Generic collaboration model development and implementation report
MS6	Advanced collaboration model validated with innovation actors from the Portugal mobility sector	WP4	31-May-25	Submission of D4.2 Advanced collaboration model development and implementation report
MS7	Exploitation roadmap in place	WP6	31-May-25	Submission of D6.3 Project exploitation roadmap

A more detailed overview of the timeline of the project is provided in the INFIMO Gantt Chart on Figure 2.

ACTIVITIES	LEAD	2023							2024												2025				
		M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	M13	M14	M15	M16	M17	M18	M19	M20	M21	M22	M23	M24
		Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May
WP1. Project Management	ITL			D1.1																					
T1.1 Project management and internal communication	ITL/BIA			D1.1																					
T1.2 Reporting and financial management	ITL/BIA																								
T1.3 Monitoring and risk management	ITL/BIA																								
T1.4 Data, knowledge and innovation management, ethics management	ITL/BIA						D1.2																		
WP2. Development of the collaboration strategy	BIA																								
T2.1 Analysis of needs	MOBI				D2.1, D2.2			D2.3																	
T2.2 Development of the collaboration strategy and action plan	BIA													D2.4											
WP3: Enhancing gender-responsiveness and diversity	GIC																								
T3.1 Creating the joint Women in Tech coordination group	GIC						D3.1																		
T3.2 Customising services of the clusters for higher gender-responsiveness and divers	ITL																	D3.2							
WP4: Enhancing collaboration between sectors and ecosystems	MOBI																								
T4.1 Development of a generic collaboration model between ICT and other sectors	GIC																								D4.1
T4.2 Development of an advanced collaboration model between ICT and mobility sector	MOBI																								D4.2
WP5: Training, skills development and exchange of best practices	MOBI																								
T5.1 Study visits	BIA																								D5.1
T5.2 Training events	MOBI																								
WP6: Communication, Dissemination and Exploitation	BIA																								
T6.1 Developing the Communication, Dissemination and Exploitation Plan (+ updates)	BIA						D6.1																		
T6.2 Developing tools and materials supporting daily project activities	BIA						D6.2																		
T6.3 Leveraging linkages with relevant pan-European networks	BIA																								
T6.4 Awareness raising and networking in key industry events	BIA																								D6.3
T6.5 Supporting dissemination and exploitation of the project results	BIA																								D6.4

Figure 2: INFIMO Gantt Chart

2. General Project and Quality Management

The quality management approach of INFIMO ensures smooth decision-making, prompt mitigation of emerging risks and unforeseen events, and transparent communication and participation of all partners in the operations of the project. The quality management procedures have been set up in the spirit of transparency and co-creation. The Project Management Team (PMT) and Steering Committee (SC) are overseeing all activities and tasks that must be accomplished to maintain a desired level of excellence.

2.1 Management structure and internal communication

The INFIMO project consortium consists of four partners which simplifies decision-making and governance procedures. The INFIMO core project management structure consists of the Project Management Team and Steering Committee. The most important questions are discussed in bi-annual Consortium Meetings. Key operational issues are discussed in the context of bi-weekly Project Management Team meetings. On a day-to-day level, Work Package Leaders and Task Leaders lead the work on work package and task levels, respectively.

2.1.1 Project Coordinator and Project Manager

According to formal EC guidelines, a Horizon Europe project proposal must appoint a consortium partner to coordinate the project, as well as to serve as the central contact point and represent the consortium towards the EC. Estonian Association of Information Technology and Telecommunications (ITL) holds this role in the context of INFIMO with Allan Tamme acting as the Project Manager.

As the project coordinator, ITL has the following responsibilities:

- Managing the project, organising, and supervising activities
- Maintaining the schedule and budgetary control
- Proposing strategic directions to consortium partners
- Management of risks and contingency plans throughout the duration of the project
- Ensuring correct and timely reporting of project progress and activities to the EC
- Ensuring sound communication with the EC

2.1.2 Consortium meetings

Consortium meetings take place roughly every 6 months. As the first of such meetings, the kick-off meeting was held on 19.-20. June, 2023 in Tallinn, Estonia, chaired by ITL.

Typically, 1-2 days will be dedicated for each consortium meeting (including a dedicated time slot for a Steering Committee meeting, see below). The meetings are set up by the Project Manager. The meeting agenda will be prepared by the Project Manager together with the meeting host. Other partners are welcome to add items to the agenda by sending an e-mail in advance to enable preparations.

Consortium meetings are attended by at least the SC and PMT members, but the expectation is to include all key team members from each partner. Each partner organisation makes the decision about its representatives joining the consortium meeting considering the availability of their team members, the need for specific people to be present and resource efficiency.

If the circumstances allow, the consortium meetings will be held physically and in different partnering countries to connect the project partners even more and to create a stronger sense of a unified inter-regional innovation ecosystem.

2.1.3 Steering Committee

The Steering Committee (SC) is the main strategic management and decision-making body of the project. It is the assembly of C-level representatives of all beneficiaries, chaired by Doris Pöld, the CEO of ITL (in case of her absence, a substitute chair of the meeting will be assigned by the Lead Partner).

The SC meetings serve as the key channel for making project management decisions. The SC continuously monitors the effective and efficient implementation of the work plan and the general progress of the project. It addresses important emerging risks and proposes suitable risk mitigation measures. The SC meetings shall also be used to discuss disputes between partners, and for proposing an action plan to solve the disputes. The SC continuously evaluates the compliance of the project with the Description of Action (DoA) as laid out in the Grant Agreement and, if necessary, proposes modifications of the DoA. The respective changes will then be proposed to the EC by the Project Manager.

Steering Committee composition as of 31.08.2023:

Partner name	SC representative, role
Estonian Association of Information Technology and Telecommunications (ITL)	Doris Pöld, Chair
Baltic Innovation Agency (BIA)	Rene Tõnnisson, member
Georgian ICT Cluster (GIC)	Teona Zurabashvili, member
MOBINOV automotive cluster (MOBINOV)	Tbc ¹ , member

¹ This position is to be filled by the General Manager or President of MOBINOV. This will be decided after a new General Manager of MOBINOV has been selected (in September 2023).

In addition to the SC members, Allan Tamme (ITL), the Project Manager and Chair of the Project Management Team, and Kadri Uus (BIA), the Co-Chair of the Project Management Team, take part in the SC meetings to ensure efficient information flow and collaboration between the two key management bodies. Also, Merey Beisembayev (BIA) participates in the SC meetings as a rapporteur responsible for developing the meeting memos. The SC can also involve members of the Project Management Team and other representatives of the partners in its meetings. However, only the four official members of the SC (one member per consortium partner) have voting rights in the meetings.

SC representatives are required to notify the SC when they go on leave and to appoint a temporary replacement from their organization. With the exemption of exceptional cases, the notification should be made at least 5 workdays before the leave begins.

The SC meets at least once every six months, preferably physical meetings are held at the time of the bi-annual Consortium Meetings. However, if need be, the SC meetings can also be held in a hybrid or online format. Additional extraordinary SC meetings can be held in between the regular meetings if such need arises. The *ad hoc* meetings are called by the Project Manager and normally take place online.

In case an SC representative cannot attend the meeting, he or she will notify the Project Manager in advance and appoint a substitute or a proxy to attend and vote at the respective SC meeting. If needed/feasible, a new meeting time will be found exceptionally. In exceptional cases, the SC meeting can also take place without an SC representative attending, given that they provide their input to the meeting in advance via e-mail.

The Steering Committee shall not deliberate and decide validly in meetings unless three-fourths (3/4) of its members are present or represented (quorum). In general, considering the small size of the consortium, the SC makes day to day decisions on a consensual basis and the decisions are recorded within the SC meeting memos. However, for significant project management decisions, where consensus is not reached, a voting procedure will be used instead. Each member present or represented in the meeting shall have one vote. The Project Manager shall inform all the members of the outcome of the vote. The Project Manager will keep records of the votes and make them available to the partners on request. Any decision may also be taken without a meeting if the Project Manager circulates to all members of the SC a suggested decision with a clear and reasonable deadline for responses and the decision is agreed by $\frac{3}{4}$ of all SC members.

A partner that can show that its own work, time for performance, costs, liabilities, intellectual property rights or other legitimate interests would be severely affected by a decision of the SC

may exercise a veto with respect to the corresponding decision or relevant part of the decision. The veto must be voiced during an SC meeting or in writing in case of decisions without a meeting. In case of the exercise of veto, the partners will make every effort to resolve the matter which occasioned the veto to the general satisfaction of all partners.

2.1.4 Project Management Team

On a day-to-day level, the operational management tasks of the project are carried out by the Project Management Team (PMT). It is the assembly of dedicated representatives of all beneficiaries, chaired by the Project Allan Tamme (ITL). Kadri Uus (BIA) holds the position of the Co-Chair of the PMT. The Co-Chair of the PMT supports the Project Manager in operational project management tasks and chairs the PMT meetings in the absence of the Project Manager. In case both the Chair and the Co-Chair are absent, a substitute chair of the meeting will be assigned by the Lead Partner). PMT coordinates and monitors day-to-day work in terms of all tasks included in the INFIMO work plan and ensures sound and timely internal communication within the partnership.

The Chair and Co-Chair normally guide the meeting through all WPs to both receive and provide quick updates. The PMT meetings are a possibility for partners to notify the lead partner of any deviancies or risks. The detail of discussion on concrete tasks or topics depends on the situation (e.g., how close is the deadline related to the specific tasks, are there any issues needing detailed discussion, etc.). As such, the PMT meetings are intended for providing and receiving an overview of the state of the affairs and keeping everyone informed on the entire project. The PMT also monitors emerging operational risks and proposes adequate mitigation measures. In case of serious issues, the Project Manager calls for an extraordinary SC meeting for a strategic discussion and decision making on the issue at hand.

Project Management Team composition as of 31.08.2023:

Partner name	PMT representative, role
Estonian Association of Information Technology and Telecommunications (ITL)	Allan Tamme, Chair
Baltic Innovation Agency (BIA)	Kadri Uus, Co-Chair
Georgian ICT Cluster (GIC)	Merey Beisembayev, Rapporteur
MOBINOV automotive cluster (MOBINOV)	Teona Zurabashvili, member
	Bruno Amaro, member
	Isabel Oliveira, member

In addition, the SC members can participate in the PMT meetings at any time, if feasible, and the PMT can also involve Work Package and Task Leaders as well as additional people working for the project in its meetings.

The PMT meets bi-weekly on Wednesdays at 14-15 EET. The meetings are held online via MS Teams or other video conferencing platforms.

2.1.5 WP and task-level work

WP Leaders and Task Leaders are in charge of carrying out the project activities. WP Leaders are responsible for coordinating the tasks and monitoring the progress of their WPs. Task Leaders are responsible for coordinating the implementation of their respective tasks as well as compiling relevant reports and deliverables. Table 4 presents a summary of the division of roles among the consortium members as of 31.08.2023.

Table 4: Division of Roles among the Consortium Members

WP No.	Work Package / Task Title	Project partner	Responsible person
1	Project Management	ITL (operational support by BIA)	Lead: Allan Tamme (ITL); Co-lead: Kadri Uus (BIA)
T1.1	Project Management and Internal Communication	ITL (operational support by BIA)	Lead: Allan Tamme (ITL); Co-lead: Kadri Uus (BIA)
T1.2	Reporting and financial management		
T1.3	Monitoring and risk management		
T1.4	Data, knowledge and innovation management, ethics management		
2	Development of the collaboration strategy	BIA	Kadri Uus
T2.1	Analysis of needs	MOBINOV	Bruno Amaro
T2.2	Development of the collaboration strategy and action plan	BIA	Kadri Uus
3	Enhancing gender-responsiveness and diversity	GIC	Teona Zurabashvili
T3.1	Creating the joint Women in Tech coordination group	GIC	Teona Zurabashvili
T3.2	Customising services of the clusters for higher gender-responsiveness and diversity	ITL	Allan Tamme
4	Enhancing collaboration between sectors and ecosystems	MOBINOV	Bruno Amaro
T4.1	Development of a generic collaboration model between ICT and other sectors	GIC	Teona Zurabashvili

T4.2	Development of an advanced collaboration model between ICT and mobility sector	MOBINOV	Bruno Amaro
5	Training, skills development and exchange of best practices	MOBINOV	Bruno Amaro
T5.1	Study visits	BIA	Rene Tönnesson
T5.2	Training events	MOBINOV	Bruno Amaro
7	Communication, Dissemination and Exploitation	BIA	Kai-Aet Salvan
T7.1	Developing the Communication, Dissemination and Exploitation Plan	BIA	Kai-Aet Salvan
T7.2	Developing tools and materials supporting daily project activities	BIA	Kai-Aet Salvan
T7.3	Leveraging linkages with relevant pan-European networks	ITL	Allan Tamme
T7.4	Awareness raising and networking in key industry events	ITL	Allan Tamme

The WP and Task Leaders organise consortium-level or bilateral meetings on a needs basis by including those who need to be present or want to contribute with their thoughts. The meetings are called together to discuss progress, issues, risks and to make decisions on specific tasks. The meetings are also used in case PMT meetings are not sufficient to address all points adequately in limited time.

Ad hoc needs-based meetings can be called together by each INFIMO partner. Such meetings will usually be held online, through MS Teams (preferred platform), Zoom, Google Meet or other suitable platform. The meetings are called together to discuss risks, progress, issues, disputes and decision making. The partner that calls for the meeting also clearly states the purpose of the meeting and expected participants via an e-mail sent out to the relevant partners beforehand.

The results of such meetings should be conveyed at the next PMT meeting or via e-mail to the PMT. Memos are not mandatory, but short notes or synopsis in any format are recommended to avoid misunderstandings.

After each consortium meeting, SC meeting and the PMT meeting, the rapporteur of the meeting prepares the meeting memos that will be uploaded to the respective sub-folder in the WP1 Management folder on the INFIMO SharePoint environment. The memo will be finalised within a maximum of seven days. The Project Manager notifies the partners via the project email list when the memo has been finalised and uploaded. If no updates are suggested within five days, the memos are considered accepted by all partners.

2.1.6 Internal communication channels

The main channels for internal communication are e-mails, Microsoft Teams, WhatsApp group and regular meetings:

- **E-mails** – an e-mail thread has been created for the SC members. This list consists of at least one representative from each project partner appointed for administrative purposes. This list is used to provide updates on major developments, share SC meeting memos, etc. Other e-mail chains are started on various topics based on emerging needs.
- **Microsoft Teams** – key platform for meetings with a number of other functions; the SharePoint environment is used for file storage and sharing. Please see section 2.2 for more information.
- **WhatsApp** – for quick communication items like re-scheduling meeting times or informing each other of other relevant events, the consortium uses a dedicated WhatsApp group including all key persons involved in the project. However, any critical issues needing the attention of all partners potentially discussed in WhatsApp will be additionally summarised in emails.
- **Meetings** – please see above for an overview of the focus and procedures related to the Consortium meetings, Steering Committee meetings, Project Management Team meetings, and meetings at the level of work packages and tasks.

A rapporteur is appointed for all consortium meetings, SC meetings and the PMT meetings. The rapporteur of the respective meeting prepares the meeting memos that will be uploaded to the respective sub-folder in the WP1 Management folder on SharePoint. The memos will be finalised within a maximum of seven days. The Project Manager notifies the partners via the project email list when a memo has been finalised and uploaded. If no updates are suggested within five days, the memos are considered accepted by all partners.

2.2 Project Workspace and Excel tool detailing the work plan and responsibilities

Project Workspace

The INFIMO project workspace is MS Teams. Teams is a proprietary business communication platform developed by Microsoft. Teams is offering chat and videoconferencing, file storage, and application integration. Teams was chosen as it was familiar to all consortium members; Teams was successfully used during application writing process and continuing with proven platforms was a straightforward decision. Project coordinator set up an INFIMO group in

Teams/SharePoint and invited project partners to join it. The software provides necessary tools for communication and file storage; it is available on all major operation systems platforms including mobile apps iOS and Android. Security is guaranteed through the Teams internal service. Microsoft Teams enforces team-wide and organization-wide two-factor authentication, single sign-on through Active Directory, and encryption of data in transit and at rest. The project files are stored in SharePoint and are backed by SharePoint encryption.²

Teams features and their intended use is described below:

Feature	Description
Chat	<i>Chat</i> is used to hold group and individual discussions of project related topics. See more at Section 2.3.
Video calls	<i>Video calls</i> function is used for different types of project-related meetings (planned and <i>ad hoc</i>). However, if necessary, other videoconferencing platforms such as Google Meet and Zoom may also be used in the course of the project.
Files	<i>Files</i> section is essentially a SharePoint document library. <i>Files</i> is used to store all files and data related to the project.
Apps	<i>Apps</i> , also called <i>Integrations</i> , are plugins from Microsoft and other developers (600+ in total). The aim is to bring different platforms together into one workspace. Relevant apps will be used in INFIMO based on emerging needs.
Channels	<i>Channels</i> are dedicated sections within a team to keep conversations organized by specific topics, projects, disciplines. Due to small consortium size and sake of simplicity, it was decided to keep only one <i>General</i> channel for INFIMO.

The SharePoint documents have been categorised in folders according to the Work Plan. Each WP has its own folder, including sub-folders for more substantial tasks. Figure 2 below shows the SharePoint workspace for the INFIMO project.

² <https://learn.microsoft.com/en-us/microsoftteams/security-compliance-overview>

Microsoft 365



Dokumendikeskus

+ Uus ▾

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☰ Integreerimine ▾

Yhiskaust > klaster 2018 > INFIMO > INFIMO documents

 Nimi ▾	Muudetud ▾	Muutja ▾
 WP1. Project management	7. juuli	Küäliskaasautor
 WP2. Development of the collaboration str...	7. juuli	Küäliskaasautor
 WP3. Enhancing gender-responsiveness & ...	7. juuli	Küäliskaasautor
 WP4. Enhacing collaboration between sect...	7. juuli	Küäliskaasautor
 WP5. Training, skills development & exchan...	7. juuli	Küäliskaasautor
 WP6. Communication, dissemination & exp...	7. juuli	Küäliskaasautor

Figure 3: The INFIMO Project Workspace

Excel tool detailing the work plan and responsibilities

In addition to the roles and responsibilities set out in the DoA, the core responsibilities of each partner related to each task of the project, including contributions, i.e., input to and revision of deliverables, have been agreed upon within a dedicated Excel document. Figure 4 presents a visual representation of the Excel tool which provides an overview of the roles and contributions of partners in the implementation of all tasks included in the INFIMO work plan.

Task	Description	Lead	Role of Lead	Role of contributors	Contributor involvement
T2.2 Development of the collaboration strategy and action plan M8-M12	Development of the collaboration strategy and action plan that defines strategic action lines and concrete activities in the mid-term perspective (time horizon: 5 years) to enhance interconnectedness and inclusiveness in the partnering innovation ecosystems, with a focus on using ICT for digital and green twin transition in various economic sectors. This will be an inclusive process, involving the key stakeholder groups addressed in T2.1. The strategy and action plan will serve as the basis for customisation of the existing services of the clusters as well as development of new services and tools to support achieving the strategic goals of the partnership. The strategy will also outline an extended opening-up strategy of the partnership to facilitate collaboration with additional innovation ecosystems in the EU and associated countries, particularly the Modest and Moderate Innovator regions. Scenario planning and design thinking methodology will be used in the strategy building process.	BIA	Developing the general framework and draft of the strategy and action plan document (D2.4), making suggestions how to include stakeholder groups addressed in T2.1. Finalising D2.4 (May-24) after getting input from all partners.	Providing inputs to the strategy and action plan from the perspective of their cluster and ecosystem + involving key stakeholders from their ecosystem to provide specific input (e.g. validating some points in the strategy and action plan with relevant stakeholders)	Medium
T3.1 Creating the joint Women in Tech coordination group M3-M6	The coordination group will include female entrepreneurs from among the members of INFIMO clusters as well as the involved ecosystems at large to give strategic input to planning and carrying out activities focused on enhancing the participation of women innovators in the clusters' activities and to increase the gender-responsiveness of the clusters' services . The coordination group will also collaborate with existing national initiatives facilitating more gender balanced entrepreneurship and innovation ecosystems, e.g., the Women in Tech coordination group in Georgia, TechSisters and organisers of Female Founders Meetups in Estonia, Portuguese Association of Women Entrepreneurs, Women Founders Startup School in Lisbon, etc.	GIC	GIC will coordinate the process of creating the WTCCG, making suggestions on the size of the group, types of members to be included from each country, the roles of the WTCCG, meeting regularity, etc, drafting a working document for planning purposes. GIC will recruit the Georgian members of the WTCCG. It will prepare and chair the meetings of the WTCCG as well as create memos of the meetings. GIC develops D3.1 Memorandum covering the specified objectives, tasks and membership of the INFIMO Women in Tech Coordination Group (Nov-23)	All partner provide general feedback on GIC's suggestions regarding creating the WTCCG and D3.1. ITL and MOBINOV recruit Estonian & Portuguese members of the WTCCG.	Medium
T3.2 Customising services of the clusters for higher gender-responsiveness and	The cluster managers and experts, with the help of the Women in Tech coordination group and inputs from other ecosystem stakeholders, will (1) revise the services already provided and (2) design new services/tools (in alignment with the collaboration	ITL	ITL coordinates the process of revising the services already provided and designing new services&tools, making respective suggestions to the partners (in line with the strategy &	GIC and MOBINOV revise the services provided by their clusters and develop new services &tools in line with the strategy & action plan, being supported by ITL.	High

Figure 4: INFIMO Excel tool detailing the work plan and responsibilities of partners regarding each task

The document complements the DoA by removing ambiguity related to tasks where all partners have been expected to contribute. It helps to manage expectations by providing all partners a clear and coherent overview of each task in each work package, including a general task description and the role of the task leader as well as all contributors. The tool helps the task leaders as well as all partners in planning their work, keeping track of the expected contributions and asking /providing proof of work carried out. In addition, it makes it easier to onboard new team members to the project, if needed, as it details the main agreements between partners.

The tool was jointly reviewed by all partners at the INFIMO kick-off meeting on 19.-20. June, 2023 in Tallinn. All partners, based on the input of WP or Task leaders, are welcome to suggest clarifications and updates to the partner roles during future PMT and SC meetings. This should be done in case it becomes evident during the implementation of a task that a different degree of involvement is needed from contributors and that it should also be agreed on in a more formalised way.

2.4 Quality Control of Deliverables

The draft reports/deliverables prepared by Task Leaders in collaboration with respective WP Leaders will be first sent to the Project Manager, who will follow the quality assurance procedure for internal peer-reviewing among relevant people. The core responsibilities of each partner related to each task of the project, including revision of deliverables, have been agreed within a dedicated Excel tool detailing the work plan and responsibilities of all partners across all tasks (please see the previous sub-chapter).

After receiving comments from the reviewers, Task Leaders will improve the document and submit the final version for approval. The Project Manager then reviews and either calls for additional revisions or approves the deliverables, and submits them to the EC.

The document review process is of critical importance ensuring desired quality level and acceptance from all relevant parties. Table 5 contains a more detailed description of the core quality criteria used for the deliverables.

Table 5: Core Quality Criteria Applied to the Deliverables

Quality criteria	Description
Language	<ul style="list-style-type: none"> English (UK), no spelling errors The text is clear and easy to understand Terminology used is consistent; explained if not generally known Acronyms and abbreviations are explained
Title	<ul style="list-style-type: none"> Naming convention to be followed (see section 2.5 below)
Clarity	<ul style="list-style-type: none"> Important information is recommended to be emphasised in bold Notes and references to be used when appropriate
EU emblem and disclaimer	<ul style="list-style-type: none"> All deliverables must use the EU emblem and disclaimer as set out in GA article 17 Disclaimer text: <i>The project is funded by the European Union. Views and opinions expressed are, however, those of the authors only and do not necessarily reflect those of the European Union or the European Innovation Council and SMEs Executive Agency (EISMEA). Neither the European Union nor the granting authority can be held responsible for them.</i>
Tables & figures	<ul style="list-style-type: none"> Tables, figures, graphs, illustrations, etc. have explanatory captions Cross-references are used when referring to figures in text
Templates	<ul style="list-style-type: none"> Correct templates are used (see section 2.5 below)

Completeness	<ul style="list-style-type: none"> All aspects of the deliverable, as described in DoA, are fully addressed
Accuracy	<ul style="list-style-type: none"> Material reported in the deliverable is controlled and supported with the respective references, if applicable
Added value	<ul style="list-style-type: none"> Deliverables are completed with a clear focus on providing additional value (useful information) to their respective target audiences
Comprehensibility	<ul style="list-style-type: none"> Deliverables include adequate detail – enough to provide necessary information but not overwhelming

2.5 Data Management and Documentation Requirements

Data management aspects of the project will be covered in detail in the context of D1.2 Data and Innovation Management Plan. Table 6 below provides an outline of the different types of documents that are expected to be produced within the INFIMO project.

Table 6: Various document types to be produced within the INFIMO project

Document	Responsible	Template
Deliverables	As per Grant Agreement	Deliverable template (i.e., current document)
Event agenda	Partner responsible for organising the event	Event agenda template
SC and consortium meeting memos	Project Manager, with the assistance of the Rapporteur	Meeting minutes template
Other meeting memos	Partner calling for the meeting or partner in charge of WP/task	Meeting minutes template or other format preferred by the WP/Task Leader, including an oral summary at the next SC meeting
Physical event attendance sheets (for events targeting external parties, i.e., project target groups)	Partner responsible for organising the event	Event attendance sheet template
Virtual event attendance reports (for events targeting	Partner responsible for organising the event	Exports generated by the used video conferencing platforms

external parties, i.e., project target groups)		Guideline for Zoom Guideline for MSTeams
Other (e.g. a programme One Pager)	Partner responsible for task	Depending on the need and purpose a suitable format will be found by the consortium. For public documents the same quality criteria used for deliverables will also be applied, especially adhering to EU visibility requirements.

Document naming convention

Naming convention applies for deliverables, public presentations, memos and attendance sheets and reports. The naming convention follows the algorithm **INFIMO yyyy.mm.dd DX.Y [Document Title]**

Examples:

- INFIMO 2023.05.14 D1.1 Project Management and Quality Plan - v1.0
- INFIMO 2024.05.12 Green ICT training participant list
- INFIMO 2024.10.06 Project Presentation at XYZ Conference

Other documents in SharePoint do not have to follow the naming convention provided they are in the appropriate sub-folder, and the purpose of the file is clearly understandable from the title.

3. Reporting

Project reporting is necessary both for internal management as well as for the EC to understand clearly and transparently how the project has progressed. The reporting will be carried out in accordance with the timing and conditions stated in the GA. The consortium partners will keep sufficient records and other supporting documents to prove the proper implementation of the action (as described in the DoA) in line with the accepted standards in the respective field.

Continuous Reporting

The EU Funding & Tenders portal will be used by the Project Manager for continuous reporting to the EC, providing updates on the progress of the project related to e.g., deliverables, milestones, critical risks, indicators, etc. Standardised deliverables are submitted using the templates published on the portal.

Periodic Reporting

In addition to continuous reporting, periodic reports will be developed by the INFIMO consortium, and submitted by the Project Manager in accordance with the following reporting periods:

- Period 1 from Month 1 – Month 12, deadline for the report is 60 days after the reporting period;
- Period 2 from Month 13 – Month 24, deadline for the report is 60 days after the reporting period.

The periodic reports include a technical and financial part. Articles 21 of the Grant Agreement describes in detail the content and expected format of the periodic reports.

Internal Reporting

The internal reporting mechanism foresees that during each PMT meeting the Project Manager asks for a quick update from all partners on the progress of all tasks and WPs. This light reporting helps to make sure that things are on track and that nobody has forgotten to start working on relevant tasks. A strategic progress overview across all WPs is also a key element of the SC meetings. Each partner will promptly provide all information reasonably required by the Project Manager, PMT or the SC, as well as take reasonable measures to ensure the accuracy of any information or materials supplied.

On a day-to-day level, the dedicated Excel tool ([please see section 2.2](#)), outlining the core responsibilities of each partner related to each task, facilitates planning and tracking of “who does what” in the context of all tasks and the project as a whole. The Task Leaders will go over

the roles and responsibilities of each partner in the context of their tasks, also coordinating the process for keeping appropriate records about the contributions (via e.g., saved e-mails, meeting memos, event attendance sheets, video conferencing attendance reports, versions of documents showing partners' contributions in the track changes regime, etc). The guiding principle is to avoid excessive documentation while having sufficient proof of how each partner has fulfilled their responsibilities. Being able to provide such proof to the Task Leaders, WP Leaders and the Project Manager is eventually the responsibility of each individual partner in order to be able to confirm compliance with the expected workload and budget foreseen for the partner, which will be assessed in the context of reporting to the EC.

Provided that the partners do not need to keep specific records on the actual costs incurred in the context of the lump sum budgeting logic of this project, keeping records and supporting documents to prove the proper implementation of their tasks in line with the agreed quality standards is particularly important in the reporting process.

Financial Management

ITL as the project coordinator is ensuring the right distribution of EC funds, with comprehensive information supplied to all consortium members. Funding of costs included in the CA will be paid by the coordinator to other partners after receipt of payments from the EC without undue delay. ITL transfers the pre-financing payment (80% of the budget) to the other partners in two equal instalments (40%) to manage risks from the coordinator's perspective: the first payment was made in June 2023 and the second payment will be made in December 2023. The subsequent payments will be paid by the coordinator to other partners after the receipt of such payments from the EC in full sum and without undue delay.

The coordinator is entitled to withhold any payments due to a party identified by the SC to be in breach of its obligations under the GA.

In accordance with its own usual accounting and management principles and practices, each consortium member shall be solely responsible for their respective project budget. Payroll and other financial activities related to the project will be carried out by each partner's accounts, whereas Heleri Vahemäe from ITL will act as a financial manager to oversee all project funds, and assist with developing the consolidated financial statements as part of periodic reports to the EC.

The project partners do not need to keep specific records on the actual costs incurred. The financial statements to be submitted as part of the periodic reports must contain the lump sum contributions indicated in the project budget (Annex 2 of the GA) for the work packages that were completed during the reporting period.



Communication with the EC

Keeping up regular communication with the EC regarding the project is the task of the Lead Partner and the Project Manager. This entails regular communication with the Project Officer (PO) and delivering all contractual progress/financial and final reports as well as deliverables outlined in the Grant Agreement while ensuring their high quality. The PO for the INFIMO project is Christina Nanou (Christina.NANOUE@ec.europa.eu). In addition to the direct communication with the PO, the EU Funding & Tenders portal will be used for project management and reporting processes.

4. Monitoring and Risk Management

Continuous progress monitoring and risk management are the responsibility of the Project Manager, SC, PMT, and the WP leaders, who will track the critical elements of the project identified as objectives, tasks and deliverables and monitor these based on timing, quantity, quality and ways of mitigating risks. The PMT is responsible for taking the immediate respective actions to mitigate risks within the project, taking all important risks to the SC (an extraordinary SC meeting is called for) who will decide upon the appropriate risk mitigation measures (if necessary, in discussion with the EC).

Bi-weekly PMT meetings allow for quickly identifying potential risks and ensuring that planned work is being carried out in a timely manner ensuring the highest quality. Each partner has the responsibility to report immediately to PMT any risky situation that may arise. A clear response outlining the action plan for risk mitigation will be developed by the PMT.

The risk assessment table presented in the GA (Table 7) will serve as a benchmark from which initial severity, likelihood and risk mitigation measures will be derived. As the project progresses, the project team will closely monitor the risks outlined in the table as well as additional risks that might emerge.

The risk assessment table helps to clearly understand and distinguish key risks in the project and as well as define core mitigation measures related to those risks. The possible risks include external and/or internal issues that could impact the project flow and meeting the envisioned results within the projected time, quality, and cost.

Table 7: Key risks and proposed mitigation measures

Description of risk (WP(s) involved	Proposed risk-mitigation measures
<p>1. Difficulties in project (financial) management – partners do not deliver the expected quality/ do not fulfil key tasks in time/ run into problems with financial management</p> <p>Likelihood: low. Severity: high</p>	All WPs	The project has been prepared jointly and each partner has its clearly understood and distinct roles/ functions. Regular meetings will be held in order to review progress and plan the next steps, as well as to address potential problems. The risk is also mitigated by the coordinator’s extensive experience in leading similar EU projects. The project partners drafted the budget jointly and have a good understanding of the related workload and target values. Sound financial planning and monitoring throughout the project will further minimise the risk.

<p>2. Lack of interest of different innovation actors to participate in the project activities. Likelihood: low Severity: high</p>	<p>WP2, WP3, WP4, WP5</p>	<p>Well-planned and efficient communication activities are highly important to ensure the involvement of all key stakeholder groups. This requires targeted communication messages and outreach, and targeted value propositions. The involvement of key target groups is supported by the needs analysis carried out, the results of which can be used to better align the project activities and communication messages to the needs of the different stakeholders.</p>
<p>3. Insufficient involvement innovation actors from the Modest/Moderate innovator regions Likelihood: medium Severity: medium</p>	<p>WP2, WP3, WP4, WP5</p>	<p>The INFIMO consortium clearly acknowledges the need to direct specific attention to regions of EU Member States and Associated Countries defined currently as Modest/Moderate Innovators based on the Regional Innovation Scoreboard. Particular attention to this perspective will also be ensured in developing the collaboration strategy and action plan, as well as the project outreach activities.</p>
<p>4. Low level of interest towards the project results and outcomes Likelihood: medium Severity: medium</p>	<p>WP2, WP3, WP4, WP5</p>	<p>Successfully carrying out the project activities, including the RD&I pilots and open innovation competition, will allow demonstrating the benefits of the INFIMO approach and service models to a variety of stakeholders, providing concrete proof of the benefits to involved stakeholders. Active participation in the industry and ecosystem events will facilitate building contacts and finding collaboration partners in line with the extended opening-up strategy of the partnership.</p>
<p>5. Effect of the pandemic and prolonged COVID-19 restrictions Likelihood: medium Severity: medium</p>	<p>All WPs</p>	<p>Virtual presence will replace physical to facilitate interaction if necessary. All partners are used to organising online and hybrid events in case physical presence is not an option. Regarding both day-to-day project management and organising events, suitable e-platforms and tools will be used, e.g., Zoom, Teams, Slack, Discord, Worksup, etc.</p>
<p>6. Political uncertainty in Europe Likelihood: medium Severity: high</p>	<p>All WPs</p>	<p>Given Russia's invasion of Ukraine, there is risk for increased political instability in Europe, particularly in Estonia, Poland and Finland that are neighbouring countries to Russia. In the event of any unforeseen actions, the project partners will consult with the EC officials to decide on the best course of action</p>