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D1.1 Project Management Handbook

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Abstract:

This deliverable presents the Project Management Handbook for the WideHealth project. In particular, it presents the project's overview, the coordination and management structure, the project objectives and work package structure, the decision making and conflict resolution processes, and all the necessary information and guidance to ensure that all costs are incurred respecting H2020 rules and provisions. Additionally, the Project Management Handbook defines the internal communication guidelines and project management tools for project coordination and activities. Finally, it gives an overview of the external and the internal project reporting, i.e., the reporting to the European Commission and the reporting between the members and the coordinator, respectively.

Keyword list: project management handbook, project structure, coordination, reporting, internal communication guidelines, euro conversion

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Abbreviations

CA	Consortium Agreement
CPM	Coordinator's Project Manager
DoA	Description of Action
EC	European Commission
EU	European Union
FBK	Fondazione Bruno Kessler
FC.ID	Fciencias.Id - Associação Para A Investigacao e Desenvolvimento De Ciências
GA	Grant Agreement
GDPR	General Data Protection Regulation
HPI	Hasso-Plattner-Institut für Digital Engineering gGmbH
IPR	Intellectual Property Rights
JSI	Jožef Stefan Institute
KPI	Key Performance Indicator
MPM	Mentoring Project Manager
PC	Project Coordinator
PM	Project Manager
PMT	Project Management Team
POPD	Processing of Personal Data
UKIM	Ss. Cyril and Methodius University in Skopje
WIPO	World Intellectual Property Organization
WP	Work Package

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Table 1 WideHealth deliverables

0 The WideHealth project will also undergo **two project reviews**: the first one (RV1) at the middle of the project (M15) and the second one (RV2) at the end of the project (M30).

WideHealth Key Performance Indicators (KPIs)

1 Introduction

The Project Management Handbook presents the WideHealth project structure, the coordination and management structure of the project and all the necessary information and guidance to ensure that all costs are incurred respecting H2020 rules and provisions. The Project Management Handbook has four main goals:

- To present an overview of the project, the members of the Consortium, the project structure, objectives of the project, the members of the Consortium, the project structure and workplan;
- To present the project management structure, its governing and coordinating entities, as well as obligations of each project partner;
- To define the internal communication guidelines and project management tools for project coordination and activities;
- To provide an overview of the external and the internal project reporting, i.e., the reporting to the European Commission and the reporting between the members and the coordinator, respectively.

Where necessary, the Project Management Handbook makes reference to the relevant project's documents such as the Grant Agreement (GA) [1] and Annexes including the Description of Action (DoA) and the Consortium Agreement (CA) [2]. This deliverable aggregates all the necessary information from the respective documents regarding project overview and structure, coordination, management, decision making and conflict resolution. It also adds the additional practical information regarding internal project communication guidelines and reporting. When ambiguity of interpretation among these documents arises, this Project Management Handbook is superseded. In this case, priority is given to the documents in the following order:

1. Grant Agreement, in particular the Description of Action,
2. Consortium Agreement,
3. Project Management Handbook (the present document).

2 Project Overview

The main focus of the WideHealth project is to enable a new generation of researchers in the Widening countries to develop and adapt novel eHealth technologies. The project aims to setup training activities and research exchanges that will provide Widening countries institutions to establish a sustainable network of knowledge research and dissemination across Europe in the Pervasive Health topic. The knowledge of requirements and available technologies for eHealth will be shared among early-stage, mid-level, and senior researchers in the target institutions involved in the twinning project. This will allow researchers to get trained and put this knowledge to use in their own context, improving the potential of digitally enabled healthcare provisioning and impacting on both preventative medicine and alternative means of treatment. Moreover, WideHealth will include training of researchers and administrative staff to improve their skills on project management and research funding to equip the Widening institutions, especially the Coordinator, for future participation in international research collaborations.

The WideHealth project targeted the following three core Pervasive Health topics:

- **Data-driven healthcare**, which is an interdisciplinary topic between computer science and medicine. While Widening partners institutions possess expertise in data analysis, they need to deepen it when applied to medical problems. This topic focuses on data analysis applied to medical problems, interpretation of health records and use of lifestyle data, statistical methods, and technologies and processes of day-to-day clinical operation.
- **Human factors** in Pervasive Health, which is also a multidisciplinary topic, becoming increasingly important as the field is maturing and the technological foundation is available, but it needs to be brought to the users. This is considered a top issue for the Widening partners in WideHealth, which often face difficulties when their technological solutions are adopted by users. This topic aims at bringing the eHealth technology based on Artificial Intelligence and Machine Learning closer to the users, focusing on data visualization, user presentation and user feedback/interaction.
- **Federated machine learning**, which is purely technological, unlike the previous two topics. However, it is crucial since it aims to address several issues encountered when technology is brought to the real world, such as the collection and processing of the medical data considering General Data Protection Regulation (GDPR) and privacy protection, technical need for energy-efficient distributed processing and the introduction of new technological approaches in the everyday clinical practice. While Widening partners use machine learning extensively, federated learning is so far missing from their technological portfolio.

In addition to scientific and technological expertise, an additional project target for the Widening partners, particularly the Coordinator, are research-management and administration skills. For the Coordinator, this represents a significant barrier to participating and obtaining funds and even more to coordinating international projects. Additional topics that will be addressed in the project are ethical issues, data management, and Intellectual Property Rights (IPR).

2.1 Consortium and roles in the project

The Consortium includes partners from three Widening countries:

- **Ss. Cyril and Methodius University in Skopje (UKIM)**, the Coordinator, from North Macedonia,
- **Jožef Stefan Institute (JSI)** from Slovenia, and
- **Fciencias.Id - Associação Para A Investigacao e Desenvolvimento De Ciências (FC.ID)** from Portugal.

Considering that FC.ID, despite being from a Widening country, is established in a high-ranked university, it will have a hybrid role, both receiving and providing expertise. The leading/non-Widening partner institutions in this project are:

- **Fondazione Bruno Kessler (FBK)** from Italy and
- **Hasso-Plattner-Institut für Digital Engineering gGmbH (HPI)** from Germany.

Both the non-Widening partners are recognised with high visibility in the Pervasive Health international research community. They have expertise in computer science in general, and in most technical aspects of data analysis, machine learning, and Pervasive computing.

2.1.1 Ss. Cyril and Methodius University in Skopje

UKIM is the coordinator from a Widening country in this project. It will receive expertise on all three targeted research topics: human factors, federated learning and data driven healthcare. The other partners can benefit from UKIM's expertise for activity recognition and wearable computing. UKIM, as the Coordinator, will lead WP1 on project management and dissemination and will be mainly involved in WP3 for research management and administration training. Also, it will be involved in WP2, WP4 and WP5.

2.1.2 Jožef Stefan Institute

JSI, also being from a Widening country, will receive expertise on human factors, federated learning and data driven healthcare from FBK, FC.ID and HPI. While not the main purpose of the project, the other partners will also benefit from JSI's expertise on the interpretation of sensor data. JSI will lead WP2 on research training and will be involved in WP4 and WP5 as other partners.

2.1.3 Fciencias.Id - Associação Para A Investigacao e Desenvolvimento De Ciências

FC.ID is from a Widening country, also established in a top-ranking university. The unique position of FC.ID means it will benefit from the expertise from FBK and HPI as well as provide training in Human-Factors to UKIM and JSI. Throughout the project, FC.ID will also act as a dedicated advocate for the accessibility of all user-facing technologies, addressing an important ethical issue of digital technology: bias against those with disabilities, older subjects or poor economic status. FC.ID will contribute in WP2 with remote research training in human-factors in data-driven healthcare and lead WP4 WideHealth Events Organisation.

2.1.4 Fondazione Bruno Kessler

FBK is from a non-Widening country and will be the leader of WP3 Research management and administration training. Moreover, FBK will contribute to other WPs as well. It will be involved in WP2 for the scientific field of data driven healthcare, while in WP1, through a “living-lab modality” will support UKIM in the positive and efficient WideHealth project management.

2.1.5 Hasso-Plattner-Institut für Digital Engineering gGmbH

HPI is also from a non-Widening country and will mainly contribute to human factors in pervasive health, federated machine learning and remote training. In addition, HPI will lead the activities of WP5 regarding the coordination of the joint outputs production such as scientific publications and research management initiatives, i.e., new joint project proposals.

2.2 Project Objectives

The objectives of the WideHealth project are organised in four groups. The first three are designed to directly address the challenges arising from the twinning action and benefit predominantly the partners from the Widening countries (especially the Coordinator). The last one is a prerequisite for achieving the first three and directly concerns predominantly the partners from the non-Widening countries and FC.ID.

- **O1 – Increase the scientific and technological capacity of the (Widening) partners.** WideHealth will provide classical and remote training on the three previously mentioned research topics via lectures, workshops, summer/winter schools, tutorials at conferences, electronic remote training etc. The project will also focus on providing hands-on training via collaborations on specific research problems. Each Widening partner will select at least two problems dealing with one of the three WideHealth topics, while the non-Widening partners will provide their expertise on these topics and will mentor the Widening partners to help overcome the problems. The project will also provide cross-institutional joint co-supervision of early-stage researchers, i.e., PhD students. The goals are to improve both the research skills of the early-stage researchers and the supervision skills of senior researchers. The final sub-objective in O1 is to organise short-term staff exchanges, that will aid general exchanges of expertise, experiences and good practices.
- **O2 – Improve the research-management skills of the Widening partners,** particularly the Coordinator. WideHealth will aim to improve the general research-management and administration skills of the Widening partners via lectures and workshops. Administrative personnel are also involved, and a particular goal is to improve the skills of the research management unit at the Coordinator. WideHealth will also aim to improve the competences for tackling ethical issues, data management, and the legal framework, through lectures and workshops, as well as through a hands-on approach on practical problems. The aim is to bridge this gap and ensure that all partners, Widening and non-Widening, can adhere to strict ethical and legal standards. Another subobjective is to improve the competences for EU project administration and financial management of the Widening partners, through lectures and workshops, as well as through the “living-lab modality” mentoring by FBK within the WideHealth project itself for its coordination. Finally, the project will also aim to improve

the capacity for exploitation of research results, i.e., getting from research to innovation to the market. This will be supported by training via lectures, workshops, and a practical approach on real problems if possible.

- **O3 – Enhance the reputation and collaboration opportunities of the partners.** The project will jointly organise events for the research community, with the goal to present Widening partners to the research community by prominently featuring them as co-organisers of events such as workshops and summer/winter schools. WideHealth also targets publications of high-impact joint journal papers. Six peer-reviewed papers are targeted, involving at least one Widening and one non-Widening partner are planned. The WideHealth Consortium will identify appropriate EU and other calls for proposals and write at least three proposals on collaborative research projects involving Widening and non-Widening partners.
- **O4 – Improve training capacity of the partners.** The non-Widening partners will develop classical research training materials, structuring comprehensive training programmes on the three WideHealth topics. These materials will be slides, exercises and similar, intended for in-person delivery. In addition to preparing the materials, this will also improve the training skills of the partners. The project will also develop materials for remote research training. These are electronic materials on the three WideHealth topics for an e-learning platform, which will complement the classical materials. Finally, training materials on research management, intended for in-person delivery, will also be provided. Like for research training, WideHealth aims to establish a comprehensive training programme on the topic and build up FBK's training skills.

Objective O1 is addressed primarily in WP2. Objective O2 is the target in WP3 and partly in WP6 on the ethical issues, while O3 is covered in WP4 and WP5. Finally, O4 is addressed in tasks in WP2 and WP3. The following subsection explains the project structure and defined Work Packages in details.

2.3 Project Structure

The WideHealth project activities are broken down into 6 Work Packages (WPs), all of them starting at M1 and ending at M30, thus, for the whole project duration (two and a half years). Figure 1 depicts the project structure. As illustrated in the figure, WP1 will be devoted to the project management and dissemination activities, while WP2 will focus on research trainings, with a special attention to early-stage researchers. WP3, which refers to administrative training, will feed information into the events organisation Work Package (WP4) and the joint partner outputs and the strategic partnership, in WP5. Finally, WP6 deals with and sets up the 'ethics requirements' that the project must comply with.

2.3.1 WP1: Project Management and Project Dissemination

WP1 sets up the basis for ensuring the successful execution of the project activities and aims to guarantee the accomplishment of the project objectives and the project activities' dissemination. WP1 is devoted to the management activities to be performed in the project and to communicate the findings and the outcomes of the project.

Regarding the management-related activities, WP1 aims at ensuring the positive implementation of the Consortium Agreement [2] and the Grant Agreement [1] within the foreseen budget. In addition,

high quality of the tasks and deliverable will be ensured and potential risks and contingencies that may occur during the project lifetime will be managed.

Person months in this WP are distributed to allow partners to perform both management and dissemination activities. The Coordinator (UKIM) is the leader of WP1, while FBK is supporting and mentoring UKIM in the Project Management activities as a hands-on living lab training of the project.

The objectives of this WP include:

- Supervision of project activities fulfilment conducted seamlessly according to the foreseen timing and financial plan, and constant monitoring of deliverables and milestones delivery;
- Fulfilment of the project administrative, legal, and financial duties;
- Ensure the fluent and continuous information-exchange within the Consortium and organise the necessary meetings online and in person for fast and accurate decision-making;
- Anticipation and management of project risks, disputes, and obstacles occurred within the Consortium and between the Consortium and external stakeholders;
- Maintenance of communication between the European Commission (EC) and the Consortium and vice versa.

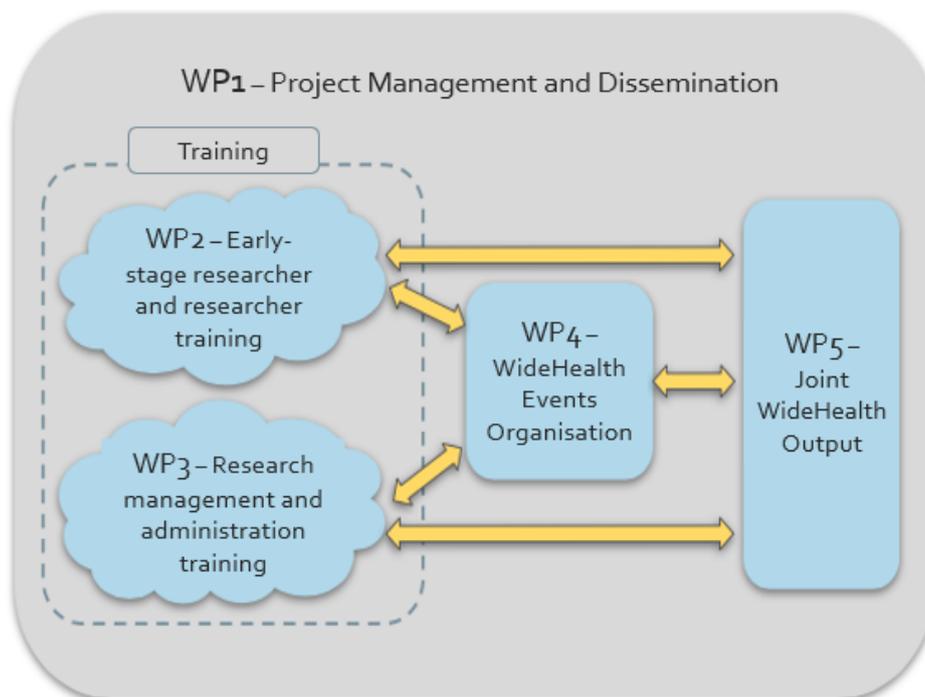


Figure 1. WideHealth project structure

To comply with the objectives, WP1 is broken into the following tasks:

- T1.1 Project's coordination (M1 - M30) – Leader: UKIM, Contributors: all;
- T1.2 Administrative and financial management (M1 - M30) – Leader: UKIM, Contributors: all;
- T1.3 Communication with the EC (M1 - M30) – Leader: UKIM, Contributors: all;
- T1.4 Internal evaluation, quality, risk, and data management (M1 - M30) – Leader: UKIM, Contributors: all;
- T1.5 Dissemination & Communication (M1 - M30) – Leader: UKIM, Contributors: all.

2.3.2 WP2: Early-stage researcher and researcher training

This WP performs the greatest part of the research training activities. Its overall objectives are to increase scientific and technological capacity of the partners (predominantly those from the Widening countries), as well to increase the partners' training capacity (predominantly those from non-Widening countries), which corresponds to the overall project objectives O1 and O4. More specific objectives are:

- Prepare in-person and remote training materials, and perform the trainings in dedicated sessions or during seminars and summer/winter schools from WP4;
- Select research problems related to the partner's work outside WideHealth, and use them for hands-on training;
- Select suitable PhD students and jointly supervise them;
- Organise short-term research staff exchanges supporting other activities in this WP and WP4 and WP5.

The mentioned objectives are targeted in the following respective tasks in WP2:

T2.1 Classical and remote research training (M1-M30) – Leader: FC.ID, Contributors: all;

T2.2 Hands-on research training (M1-M30) – Leader: JSI, Contributors: all;

T2.3 Joint PhD co-supervision (M1-M30) – Leader: UKIM, Contributors: all;

T2.4 Short-term staff exchanges (M1-M30) – Leader: HPI, Contributors: all.

2.3.3 WP3: Early-stage researcher and researcher training

This WP bridges the gap of Widening countries regarding the management of both research-related activities and project administration. This is achieved by a series of training activities in different fields deemed to be paramount for the management and administration of research: some of the activities related to research management and administration will be performed directly in WP3 (such as the preparation of materials, online trainings, etc.). On the other hand, some training activities about these topics will take place during the summer/winter schools organised within WP4, and other potential exchanges. More specific objectives are:

- Prepare the training material for research management and administration training, ethics, data management and legal framework, EU project administration and financial management, and finally, research exploitation;
- Perform the actual training activities in mentioned areas.

The preparation of training materials and the actual training activities are divided into the following tasks with respect to the type of the training:

T3.1 Research management and administration training (M1 – M30) - Leader: FBK;

T3.2 Ethics, data management and the legal framework training (M1 – M30) – Leader: FBK, Contributors: JSI;

T3.3 EU project administration and financial management training (M1 – M30) – Leader: FBK;

T3.4 Research exploitation training (M1 – M30) – Leader: FBK– Contributors: JSI.

2.3.4 WP4: WideHealth Events Organisation

WP4 has a dual objective that is in one hand the creation of opportunities to support the exchange of experiences between experience researchers, early-stage researchers and the international research community in specific occasions and events within the project lifetime while in the other to train the participants of the twinning on the organisation of research and training-oriented events such as thematic workshops, seminars, international conferences and summer schools.

To perform the specific events organization and preparation activities, WP4 is broken into the following tasks, each focusing on particular type of events:

T4.1 Workshops and Seminars Organisation (M1 – M30) – Leader: FC.ID, Contributors: all;

T4.2 Joint Organisation of International Conferences and Other External Events (M1 – M30) – Leader: HPI, Contributors: all;

T4.3 Summer / Winter Schools (M1 – M30) – Leader: FC.ID, Contributors: all.

2.3.5 WP5: Joint WideHealth Outputs

This WP focuses on the creation of concrete outcomes from the training activities of WP2, WP3 and WP4. Trainees will be engaged in producing various research outcomes of the training such as the production of joint research papers. Moreover, the trainees are envisioned to actively participate in research management activities such as fundraising through the identification of EU call and proposal writing. The activities foreseen in this WP aim at creating a long-term relationship between project partners by starting projects/initiatives that will go beyond project ending. Other envisioned outcomes include the writing of thesis resulting from the joint supervision of students by institutions in the Widening and non-Widening countries.

- Write Joint research papers (KPI = at least 6 papers in top-ranked peer-reviewed technical journals and at least 10 joint papers in peer-review conference proceedings)
- Write EU proposals (KPI = at least 3 joint proposals)

WP5 is divided in the following self-explanatory tasks concerning the envisioned WideHealth joint output activities:

T5.1 Papers and thesis writing and other research outcomes (M1 – M30) – Leader: HPI, Contributors: all;

T5.2 Identification of EU calls (M1 – M30) – Leader: FBK, Contributors: all;

T5.3 Joint Proposal Writing (M1 – M30) – Leader: FBK, Contributors: all;

T5.4 Evolution of the publications in high impact journals in the WideHealth research fields (M1 – M2) – Leader: UKIM.

2.3.6 WP6: Ethics requirements

This WP aims at ensuring compliance with the 'ethics requirements' regarding processing of personal data. The beneficiary must check if special derogations pertaining to the rights of data subjects or the processing of genetic, biometric and/or health data have been established under the national legislation of the country where the research takes place and submit a declaration of compliance with respective national legal framework(s) in relation to the processing of previously collected personal data.

2.3.7 WideHealth Deliverables

Table 1 shows the list of all deliverables in WideHealth, along with all supplementary information regarding the Work Package the deliverable belongs to, the title, description, type, dissemination level of the deliverable, as well as the estimated delivery date of the deliverable.

Table 1. WideHealth deliverables

WP	Ref. No.	Title	Description	Lead	Nature	Dissemination	Est. Del. Date
WP1	D1.1	Project Management Handbook	The Handbook will define the coordination of the project, the project structure and all the necessary information and guidance to ensure that all costs are incurred respecting H2020 rules and provisions.	UKIM	Report	Public	M3 (31 Mar 2021)
WP1	D1.2	Internal Quality Evaluation and Risk Management Plan	Evaluation framework (M3) and continuous updating until reporting the project goals (effective and quality), results, and recommendations.	UKIM	Report	Confidential, only for Consortium members (including the EC Service)	M3 (31 Mar 2021)
WP1	D1.3	Dissemination and Communication Plan	The plan will describe the policy and strategy for dissemination; will include details about disseminating how, to whom and with which results, about social media visibility, press and media, knowledge transfer and so on. A Dissemination Matrix will also be developed to record all dissemination activities of the partners. It will include an annex with details about exploitation of results after the end of the project, from dissemination point of view, making sure that the impacts will last long after the twinning action is over.	UKIM	Report	Public	M4 (30 Apr 2021)
WP1	D1.4	Data Management Plan	This deliverable was included as WideHealth takes part into the Pilot on Open Research Data. It will define the plan for managing the data generated during the project; thus, it will include 1) what type of data will be used and how it will be processed 2) how research data will be managed, curated, and preserved during and after the project, considering the nature of such data, 3) whether data will be exploited, made accessible for verification and re-use. The deliverable will be updated to report the status of data management during project's implementation.	UKIM	ORDP: Open Research Data Pilot	Public	M4 (30 Apr 2021)
WP1	D1.5	Internal Quality Evaluation and Risk Management Plan (2)	Evaluation framework (M3) and continuous updating until reporting the project goals (effective and quality), results, and recommendations.	UKIM	Report	Confidential, only for Consortium members (including the EC Service)	M30 (30 Jun 2023)
WP2	D2.1	Training Plan	The plan will contain topics for classical and remote training, problems for hands-on training, plans for the co-supervision	JSI	Report	Confidential, only for Consortium	M4 (30 Apr 2021)

			and other activities related to PhD students, and an outline of short-term staff exchanges. The report in M18 will only contain add-ons or modifications of the first version of the report.			members (including the EC Service)	
WP2	D2.2	Mid-term Report on Early-Stage Researchers and Researchers Training Activities	This deliverable will provide an overview of the activities delivered for early-stage researcher and researchers within month 12 and a plan for the activities planned for the next months of the project	JSI	Report	Public	M12 (31 Dec 2021)
WP2	D2.3	Training Materials	These will be slides and practical problems for classical training, as well as electronic materials for remote learning.	FC.ID	Report	Public	M27 (31 Mar 2023)
WP2	D2.4	Training Report	This report will list all the training activities carried out in WideHealth (in WP2 and WP3), as well as their evaluation and lessons learned to guide future activities of the partners and third parties, as the report will be public.	JSI	Report	Public	M30 (30 Jun 2023)
WP2	D2.5	Training Plan (2)	The plan will contain topics for classical and remote training, problems for hands-on training, plans for the co-supervision and other activities related to PhD students, and an outline of short-term staff exchanges. The report in M18 will only contain add-ons or modifications of the first version of the report.	JSI	Report	Confidential, only for Consortium members (including the EC Service)	M18 (30 Jun 2022)
WP3	D3.1	Mid-term Report on Research Management and Administration Training	This deliverable will provide a summary of the material produced for the training in WP3 and of the status of the training delivered.	FBK	Report	Public	M12 (31 Dec 2021)
WP3	D3.2	Research Management and Administration Course Material	Deliverables D3.2, D3.3, D3.4, and D3.5 will provide the training materials that will be used during the events. This WP will contribute to D2.2 and D2.4 (Mid-Term and Final Reports on Training) by describing each partner's contribution and participation and will be accompanied by presentations and/or videos of such events.	FBK	Report	Public	M27 (31 Mar 2023)
WP3	D3.3	Ethics & Data Management Requirements / Legal Framework Course Material	Deliverables D3.2, D3.3, D3.4, and D3.5 will provide the training materials that will be used during the events. This WP will contribute to D2.2 and D2.4 (Mid-Term and Final Reports on Training) by describing each partner's contribution and participation and will be accompanied by presentations and/or videos of such events.	FBK	Report	Public	M27 (31 Mar 2023)
WP3	D3.4	EU Project Administration and Financial	Deliverables D3.2, D3.3, D3.4, and D3.5 will provide the training materials that will be used during the events. This WP will	FBK	Report	Public	M27 (31 Mar 2023)

		Management Course Material	contribute to D2.2 and D2.4 (Mid-Term and Final Reports on Training) by describing each partner's contribution and participation and will be accompanied by presentations and/or videos of such events.				
WP3	D3.5	Research Exploitation Course Material	Deliverables D3.2, D3.3, D3.4, and D3.5 will provide the training materials that will be used during the events. This WP will contribute to D2.2 and D2.4 (Mid-Term and Final Reports on Training) by describing each partner's contribution and participation and will be accompanied by presentations and/or videos of such events.	FBK	Report	Public	M27 (31 Mar 2023)
WP4	D4.1	Report on Events Organisation	This report will list all the events carried out in WideHealth up until the first year of project duration and provide an overview of what was accomplished in each, detailing participants, activities and outcomes. The report will provide us with key insights to improve upon the remaining events.	FC.ID	Report	Public	M12 (31 Dec 2021)
WP4	D4.2	Final Report on Events Organisation	Similarly, the last report will list all the events carried out in WideHealth and provide an overview of what was accomplished in each event, detailing participants, activities and outcomes.	FC.ID	Report	Public	M30 (30 Jun 2023)
WP5	D5.1	UKIM Publications in High Impact Journals in the WideHealth Research Fields	The deliverable, taken by the Guidance document provided by the EC will be a one-page statement that the task has been completed.	UKIM	Report	Public	M2 (28 Feb 2021)
WP5	D5.2	Plan on Output Production	The deliverable will provide a summary of the ongoing activities that has led and/or will lead to the production of outputs and the foreseen plan for the rest of the project.	HPI	Report	Public	M12 (31 Dec 2021)
WP5	D5.3	Final Report on Outputs Produced	The deliverable will include details about the outcome of the exchanges in terms of the scientific findings, joint publications, joint EU proposals, generated IPR, joint PhD supervision, and in general joint research results. In addition, this deliverable will include the final KPI on the evolution of the publications in high impact journals in the research fields of the WideHealth project (see D5.1)	HPI	Report	Public	M30 (30 Jun 2023)
WP6	D6.1	POPD - Requirement No. 2	This DATA deliverable should address/include following points: - The beneficiary must check if special derogations pertaining to the rights of data subjects or the processing of genetic, biometric and/or health data have been established under the national legislation of the country where the research takes place and submit a declaration of compliance with respective national legal	UKIM	Ethics	Confidential, only for Consortium members (including the EC Service)	M2 (28 Feb 2021)

			framework(s). - In case of further processing of previously collected personal data, an explicit confirmation that the beneficiary has lawful basis for the data processing and that the appropriate technical and organisational measures are in place to safeguard the rights of the data subjects must be submitted as part of this deliverable.				
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2.4 Project Plan

WideHealth is a 30-month project that will produce 21 deliverables (listed in Table 1). Figure 2 presents the project timeline, milestones, deliverables due dates, and tentative project review schedule. As illustrated, the project has the following two milestones:

- M1 Internal first assessment of outcomes (M12)** – Leader: UKIM. Internal 1st assessment of outcomes. Means of verification: to verify KPIs (see Table 2), production of internal assessment checklist for evaluating WPs status;
- M2 Internal second assessment of outcomes (M24)** – Leader: UKIM. Internal 2nd assessment of outcomes. Means of verification: to verify KPI (see Table 2), production of internal assessment checklist for evaluating WPs status.

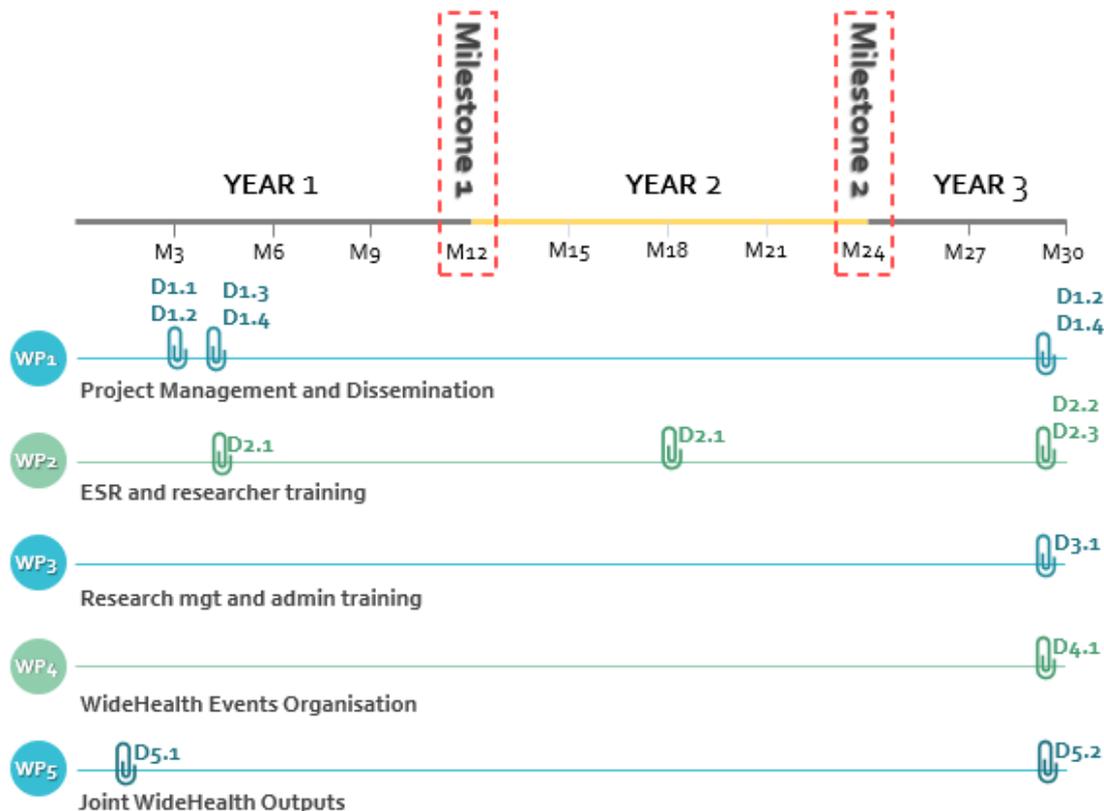


Figure 2. WideHealth project timeline, milestones, deliverables

The WideHealth project will also undergo **two project reviews**: the first one (RV1) at the middle of the project (M15) and the second one (RV2) at the end of the project (M30).

Table 2. WideHealth Key Performance Indicators (KPIs)

Performance Metric	WideHealth Target
Papers in top ranked peer-reviewed technical journals	At least 6 papers (1 by Milestone 1 4 by Milestone 2)
Papers in peer-reviewed conference proceedings	At least 10 joint papers (minimum 2 partners) (2 by Milestone 1 6 by Milestone 2)
Newsletters	At least 3 newsletters (1 by Milestone 1 2 by Milestone 2)
Articles in online ICT media channels	At least 10 articles (2 by Milestone 1 6 by Milestone 2)
Workshops	At least 3 events (1 by Milestone 1 2 by Milestone 2)
Summer/winter schools	At least 3 events (1 by Milestone 1 2 by Milestone 2)
Appearance in General Media	At least one per partner (2 by Milestone 1 3 by Milestone 2)
Submitted project proposals	At least 3 joint proposals (1 by Milestone 1 2 by Milestone 2)
Documented items of exploitable IP	2 per widening partner (by Milestone 2)
Edition of Special Issue in Journal (or book)	At least 1 joint special issue or edited book by the end of the project
Documented exploitation discussions with business	At least 4 per widening partner (2 by Milestone 1, 2 by Milestone 2)

3 Project Management Structure

The organisational structure, its bodies and responsibilities are detailed in the Consortium Agreement [2] which has been signed by all the partners before the start of the project. Here, we list only the information related to the WideHealth management structure, voting procedures and conflict resolution.

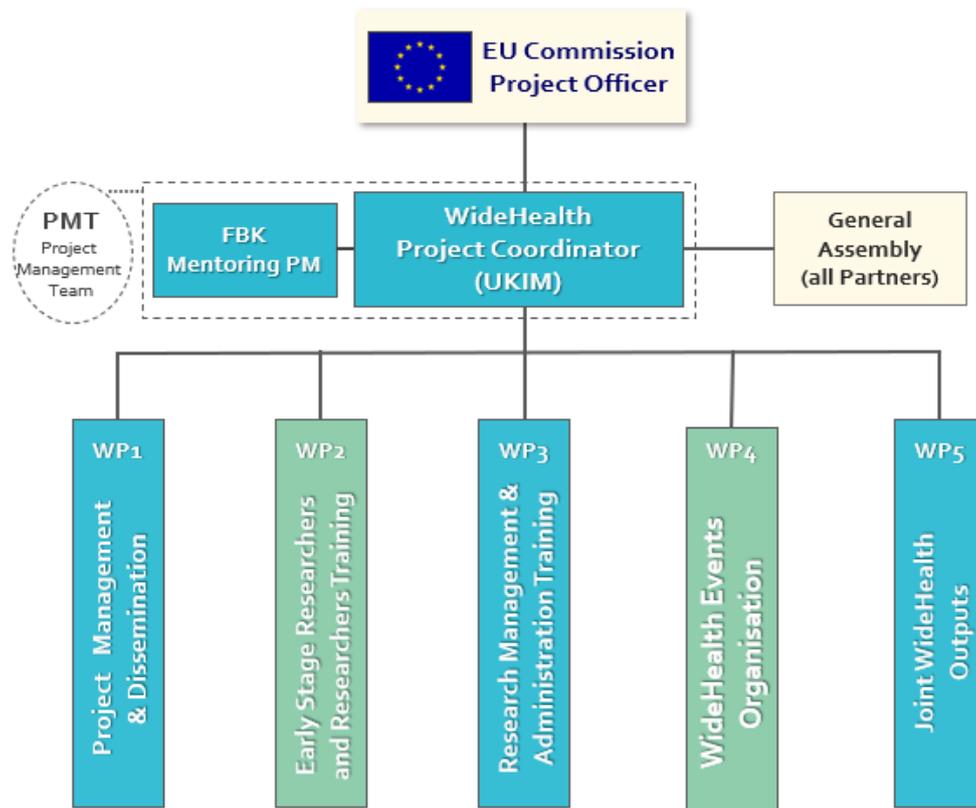


Figure 3. WideHealth project management structure

As illustrated in Figure 3, the organisational structure of the Consortium comprises the following Consortium Bodies:

- The **General Assembly** is the main body of the Consortium, which makes the decisions and supervises the project. It consists of one representative of each partner in the Consortium and is chaired by the Coordinator.
- The **Coordinator** – UKIM, is the entity acting as the intermediary between the project and the European Commission. The Coordinator has its responsibilities as a partner, but it also performs the tasks assigned to it as described in the Grant Agreement [1] and the Consortium Agreement [2]. The person responsible for the overall management of the Project is the **Coordinator's Project Manager (CPM)**. The CPM will monitor the overall project execution and reports based upon the input of all partners and will be supported by the Project Management Team.
- The **Mentoring Project Manager (MPM)**, appointed from an experienced partner (FBK), is part of the Project Management Team and supports and mentors the Coordinator in

handling the different technical, organisational, administrative and financial matters in WideHealth.

- The **Project Management Team (PMT)** assists the General Assembly and the Coordinator. One side it consists of the Coordinator's Project Manager and its administrative office, and on the other side the Mentoring Project Manager. It will assist and facilitate the work of the General Assembly and will assist the Coordinator for executing the decisions of the General Assembly. It shall be responsible for the day-to-day management of the Project.
- The **Work Package Leaders** coordinate the work carried out in a Work Package.

3.1 Coordinator

UKIM is the Coordinator in the WideHealth project, which serves as the intermediary between the project and the European Commission, and also performs all the tasks assigned to it as described in the Grant Agreement [1] and in the Consortium Agreement [2]. The Coordinator is responsible for coordination and the overall management of the project, including control of the project plan, as well as financial, legal and contractual matters. In particular the Coordinator is responsible for:

- Ensuring that all parties comply with their obligations;
- Storing and updating the contact details of the Members of the Consortium, and other contact persons
- Submitting reports and other deliverables (including financial statements and related certifications) to the European Commission after verification, collection and review for consistency with expectations and quality standards;
- Providing access to documents and information about the Project to relevant interested participants;
- Administering and fulfilling the financial tasks as described in the Consortium Agreement;

Additionally, if some Partner is late in submission of a deliverable, the Coordinator may submit the deliverable and other relevant documents to the European Commission in time.

The General Assembly may propose to the European Commission to change the Coordinator, in case the Coordinator fails to fulfil its obligations.

The Coordinator shall not be entitled to act or to make legally binding declarations on behalf of any other Partner or of the Consortium, unless explicitly stated otherwise in the Grant Agreement or the Consortium Agreement.

3.2 Work Package Leaders

The **Work Package Leaders** coordinate and manage the work carried out in a Work Package. The WP Leaders have the responsibility of coordinating all WP activities, including:

- Monitoring and organizing the work and the progress in the WP. Also, verifying that all the objectives are fulfilled;
- Reporting problems and/or issues from the beneficiaries in completing the WP tasks to the Coordinator and the General Assembly;

- Preparing the monthly technical summary reports with support of the Partners as required for the WP.
- Sending WP updates to the Coordinator on a monthly basis (before each project meeting), which include the current progress, the issues (if any), and the next steps;
- Organizing WP meetings;

3.3 General Assembly

The General Assembly consists of one representative of each Consortium partner, referred to as Member of the General Assembly. Each Member shall be deemed to be duly authorised to deliberate, negotiate and decide on all matters listed in the Consortium Agreement [2].

The Coordinator shall chair all meetings of the General Assembly, unless decided otherwise by the General Assembly. Any Member of the General Assembly should be present at any General Assembly meeting or may appoint a substitute or a proxy to attend and vote at any General Assembly meeting and shall participate in a cooperative manner in the meetings.

All decisions affecting the project will be discussed and applied after having reached a consensus between all members of the board or by majority vote of all attendees.

The Consortium partners agree to abide by all decisions of the General Assembly. This does not prevent the partners from submitting a dispute for resolution in accordance with the provisions of settlement of disputes in the Consortium Agreement.

The General Assembly shall be free to act on its own initiative to formulate proposals and take decisions in accordance with the procedures set out in the Consortium Agreement. Decisions on content, finances and intellectual property rights, as well as decisions on evolution of the Consortium as stated in the Consortium Agreement, shall be taken by the General Assembly.

3.4 Project Management Team

The Project Management Team carries out the day-to-day operations of the project. The PMT consists of the Coordinator's Project Manager and administrative office and the Mentoring Project Manager. The responsibilities of the PMT are to:

- assist and facilitate the work of the General Assembly and will assist the Coordinator for executing the decisions of the General Assembly;
- decide the project's overall direction and scope, based on the project objectives and General Assembly decisions;
- check and guarantee that the work of the Work Packages is in line with the project plan;
- keep track of the overall progress of the project, including the milestones achievement;
- review the overall achievements and major deliverables, prior to submission to the European Commission;
- prevent any risk in the management of the project, taking appropriate actions, also for possible deviations from project plan.

3.5 Decision Making and Conflict Resolution

3.5.1 Decision making process

All decisions affecting the project will be made after reaching a consensus between all Members of the General Assembly or by majority vote of all attendees. However, the General Assembly shall be free to act on its own initiative and take decisions on issues listed in 6.3.6 of the Consortium Agreement [2]. The decisions are managed within project meetings or can be also managed by consultation. Quorum and voting rules are defined in the Consortium Agreement - Section 6.3.3. Decisions are binding once the meeting minutes have been accepted.

Decisions during General Assembly meetings

Any Member of the General Assembly should be present or represented at any General Assembly meeting or may appoint a substitute or a proxy to attend and vote at any General Assembly meeting.

The General Assembly shall not deliberate and decide validly unless two-thirds (2/3) of its Members are present or represented (quorum). If the quorum is not reached, the Coordinator shall convene another ordinary meeting of the General Assembly within 15 calendar days. If in this meeting the quorum is not reached again the Coordinator shall convene an extraordinary meeting which shall be entitled to decide even if less than the quorum of Members is present or represented.

Each Member present or represented in the meeting shall have one vote, with the exception noted in article 6.3.3.3 in the Consortium Agreement. Decisions shall be taken by a majority of two-thirds (2/3) of the votes cast (with the exception of decisions on issues listed in 6.3.6. a), b), f) and g) in the Consortium Agreement, which shall be taken unanimously). A Member can veto a decision as explained in article 6.3.4 in the Consortium Agreement.

The chairperson shall produce written minutes of each meeting which shall be the formal record of all decisions taken. He/she shall send draft minutes to all Members within 10 calendar days of the meeting. The minutes shall be considered as accepted if, within 15 calendar days from sending, no Member who was present or represented at the relevant meeting has sent an objection in writing to the chairperson with respect to the accuracy of the draft of the minutes.

Decisions will only be binding once the relevant part of the minutes has been accepted according to the abovementioned procedure.

More information about operational procedures and the decision making during General Assembly meetings are given in the Consortium Agreement - Section 6.3.

Decisions without a General Assembly meeting

Any decision may also be taken without a meeting if the Coordinator circulates to all Members of the General Assembly a written document, which is then agreed by the defined majority (Section 6.3.3 in the Consortium Agreement) of all Members. Such document shall include the deadline for responses. After the voting, the chairperson sends a written notification of the outcome of the vote. If within 15 days calendar days after the chairperson notification, no Member has sent an objection in writing to the Coordinator, the decision taken without a meeting shall be considered as accepted. The decisions will be binding after the Coordinator sends to all Members of the General Assembly a written notification of this acceptance.

3.5.2 Conflict resolution strategies

In the case of a conflict arising among partners, e.g., a technical, financial, or procedural issue, the Parties shall endeavour to settle their disputes amicably whenever possible at the lowest decision-making body. For instance, if there is a dispute within a Work Package, the WP Leader should in the first instance try and resolve the issue, with the aid of the Coordinator if necessary. If the dispute is not solved at the lowest level decision making body the issue should be discussed within the General Assembly: the issue will be discussed within this body, which will vote on a resolution to achieve a binding solution.

Any dispute, controversy or claim arising under, out of the Consortium Agreement and any subsequent amendments of it, including, without limitation, its formation, validity, binding effect, interpretation, performance, breach or termination, as well as non-contractual claims, which cannot be solved amicably, shall be submitted to mediation in accordance with the WIPO Mediation Rules. The place of mediation shall be Brussels unless otherwise agreed upon. The language to be used in the mediation shall be English unless otherwise agreed upon.

If, and to the extent that, any such dispute, controversy or claim has not been settled pursuant to the mediation within 60 calendar days of the commencement of the mediation, the courts of Brussels shall have exclusive jurisdiction.

4 Internal Communications and Management Tools

The internal communication tools and services that we use are ensuring that all Consortium members have access to all the information they need in order to make decisions and to improve their output in the project. In particular, the tools and services should allow transparency and that all the decisions are communicated effectively.

4.1 Mailing Lists

Mailing lists are a standard way of interpersonal communication in the project. They allow transparent, easy and quick way of communication among project members, and also allow us to keep track of communication.

Since we are a small Consortium of 5 partners, and each of the partners is included in each WorkPackage, we have created a single mailing list: widehealth-core@feit.ukim.edu.mk.

The mailing list is managed by UKIM, the coordinator. In the future, additional mailing lists, such as for training activities (PhD students, MSc students), might be created if needed.

We are following the standard rules and best practices for communication through mailing lists, such as: using them when appropriate and necessary (to share information relevant to all or most email recipients); not to CC mailing list subscribers; the subject of the email should always include [WideHealth] at the beginning; etc.

4.2 Project Meetings and Calls

The detailed procedures for meetings are described in the Consortium Agreement [2]: 6.3 Operational procedures for the General Assembly. This section includes the main things about the preparation and organization.

Consortium meetings have been scheduled for every second Tuesday of the month at 15:30h. The attendance of all Consortium Partners is mandatory. The meeting agenda will focus on: (1) the review of the previous meeting action points, (2) the report of the progress accomplished in every Work Package and (3) possible Work Package issues and risks as well as other issues that may arise.

General Assembly meetings are foreseen every six months. The initial plan was to hold them face to face; however, we will adapt to the COVID-19 health constrictions being present at the moment of planning the meeting. If it is not possible to have the meeting in person due to health-related constrictions, then we will have it online. Also, the kick-off meeting, which was held on 18.01.2021 was an online meeting, due to the travel constrictions because of the COVID-19 pandemic.

Two face-to-face review meetings with the European Commission are foreseen in M15 (March 2022) and M30 (June 2023).

In addition to management meetings, Work Packages leaders can have their own meetings, generally held by teleconference. Ad-hoc meetings can also be organized as needed to address specific issues.

In general, the minutes of the meeting shall be sent after the meeting, not later than ten (10) calendar days. They shall be considered as accepted, if within fifteen (15) calendar days there are no objections in a written form. The minutes should at least contain: the agenda, the attendance list of the meeting, and the decisions and action points taken during the meeting and will be uploaded to the project repository as well as sent by email to the Consortium for review.

4.3 Project Document Repositories

The repository used for the project is a private repository of Google Drive, which is hosted by FBK and is GDPR compliant [3] as explained in Google Resource Center webpage¹. Accounts to access the repository have been created for each project member. As owner of the folder, and part of the Project Management Team, FBK will grant permission to the folder only upon request and in joint understanding with the Coordinator (UKIM). The personal data that will be gathered during the project implementation (e.g., email contact for newsletters, contact of people attending WideHealth events), will be stored in a dedicated folder with restricted access.

Google Drive is an online collaborative repository, in which multiple collaborators can edit documents at the same time - which is especially beneficial for preparing joint documents, such as Deliverables. Relevant information for the project should be stored in this repository, including contractual documents (Grant Agreement [1], Consortium Agreement [2]), amendments, review-related documentation, reporting documentation, contact details, templates, working documents of deliverables, internal working documents, agendas, minutes, etc. The repository was arranged to ensure ease of browsing and qualitative organisation of documents and has been structured in eight main folders as shown in Figure 4 and listed below:

- Contact info - contact information for each partner;
- Deliverables - information about the deliverables and the related Work Packages;
- Gantt - Effort - project's Gantt chart and person effort table;
- Logos - project's and partner's logos;
- Meetings - information regarding meetings: kick off meeting, project meetings, etc. The agenda, the presentations, the minutes, pictures, etc.;
- Project Management - information about management of the project, internal reports, etc.;
- Proposal - Agreements - GAP - information about the project proposal, the documents regarding the grant agreement preparation, etc.;
- Templates - the graphical templates prepared for project's presentations, deliverables, etc.

¹ <https://cloud.google.com/security/gdpr/resource-center>

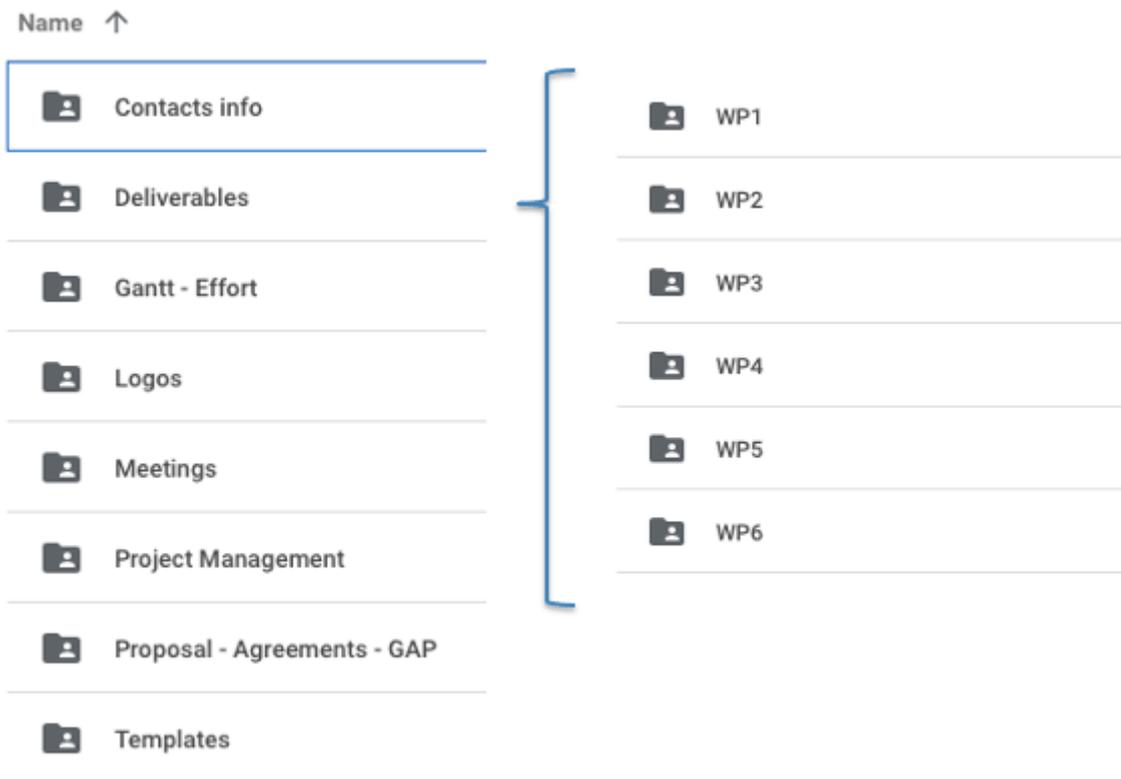


Figure 4. Repository structure

5 Project Reporting

5.1 Reporting to the European Commission

Two periodic reports are foreseen: the first one, RP1 M1 (January 2021) to M12 (December 2021) and the second one RP2 M13 (January 2022) to M30 (June 2023). The reports will include a technical report that provides an assessment of the project status in terms of objectives, milestones, deliverables as well as a financial statement from the beneficiaries and the linked third party.

5.2 Internal Reporting

Since we are a small Consortium of 5 partners, we agreed that we held monthly project meetings, during which we will discuss the current progress of the project in each WP. We also agreed that before each meeting, the WP Leaders prepare a WP progress report and send it to the coordinator. A template for this report has been provided, which contains: the current progress of the WP along each task, report on any issues occurred in the WP, and the future steps that are planned for the WP. These reports will also be used to feed into the periodic reports for the EC.

5.3 Euro Conversion Rates

Since the Coordinator uses a different currency that must be converted to euro using the average of the daily exchange rates published in the C series of the Official Journal of the European Union, calculated over the corresponding reporting period. If no daily euro exchange rate is published in the Official Journal of the European Union for the currency in question, it must be converted at the average of the monthly accounting rates published on the European Commission's website (link below).

https://ec.europa.eu/info/funding-tenders/how-eu-funding-works/information-contractors-and-beneficiaries/exchange-rate-infoeuro_en

References

- [1] European Commission, “Grant Agreement Number 952279 — WideHealth”, 2020.
- [2] WideHealth Consortium, “WideHealth Consortium Agreement”, 2020.
- [3] Google Cloud - GDPR: <https://cloud.google.com/security/gdpr/resource-center>