



6GTandem

D1.1

Project quality plan

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Abstract	This project quality plan constitutes a set of project templates and explanations on the project management process, review process, quality checks and meeting organisation, which are communicated to all partners.
Keywords	Quality assurance, quality control, project management, review process, meeting organisation



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Executive Summary

This project quality plan shows how quality aspects are considered in a variety of processes and activities within the 6GTandem project. The interrelated quality processes – planning, assurance, and control – have impact on the project’s entire lifecycle, from start to finish.

- Quality Planning refers to quality policies like meetings, deliverable or publication policies, the definition of responsibilities as well as the creation of a corporate visual identity including a project logo, project templates etc. To communicate adequately within the project as well as to project external individuals, several tools, such as project policies for meetings, deliverables and the publication of scientific papers, are established and explained in this document.
- Quality Assurance involves the creation of Interim Management Reports, the establishment of clear responsibilities as well as regular, and clearly guided conference calls. A well-defined internal review process further supports the Quality Assurance of deliverables.
- Quality Control focuses on feedback through internal review processes as well as external advice. It further monitors how feedback is implemented and assures the project outcomes through proactive risk management.

The project quality plan is effective throughout the lifetime of the project but is open to revision if necessary. Responsibilities for quality planning, assurance and control are shared between all partners. This allows various views on quality issues to reach the optimal outcome.

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Chapter 1 Introduction

The project quality plan is an integral part of the 6GTandem project management. Its purpose is to describe how quality is managed throughout the lifecycle of the project. Quality must always be planned in a project to prevent unnecessary rework, as well as waste of resources. Quality should also be considered from both, an outcome and process perspective. The processes and activities leading to deliverables need to fulfil certain quality levels to reach the expected high-quality outcome. To address all quality requirements and quality assurance mechanisms in the 6GTandem project, the project quality plan was developed by the Project Management Team. This plan acts as a guide for the project and all partners are asked to adhere to it.

Each project has its characteristics in terms of partners, work packages (WPs) etc. and therefore requires a tailor-made quality plan, clear responsibilities and contact persons. This and how to get on board of the 6GTandem project is shortly described within Chapter 2.

The overall **Quality Management Strategy** of 6GTandem is addressed in Chapter 3. It is divided into three key activities:

- **Quality Planning**

Quality Planning comprises quality policies and procedures relevant to the project for both project deliverables and project processes, defines who is responsible for what, and documents compliance with EC regulations. A corporate visual identity represents the project internally, in partners' organisations as well as externally. To communicate adequately within the project as well as to project external individuals, several tools are established and introduced in this chapter. Clearly defined project policies in terms of policies for deliverable naming, meetings, scientific publications or the procedure of internal deliverable review etc. give clear guidance to project partners, on how to deal with upcoming issues.

- **Quality Assurance**

Quality Assurance stands for project processes that need to be performed effectively to reach the targeted outcomes. This involves the establishment of Interim Management Reports, clear responsibilities and regular, clearly guided conf calls and face-2-face meetings. These activities within 6GTandem are summarized in section 3.2.

- **Quality Control**

Quality Control will be actively performed by all partners, e.g., by acting as internal reviewers of deliverables. A clear internal review process has been defined before deliverable submission to provide feedback to the editors. Proactive risk management had already been mentioned within the Description of Action (DoA). The risk management was established as planned to guarantee the project quality and avoid delays or failures.

Chapter 2 Project structure

This chapter introduces the main project characteristics in terms of participants, WPs and responsibilities, in order to facilitate the onboarding process for new members and enable them to quickly locate vital information..

2.1 Project bodies

6GTandem is a research project with 6 WPs and 9 partners (including one associated partner), coordinated by Barbara Gaggl (Technikon). Parisa Aghdam (EAB) acts as the Technical Lead and Liesbet Van der Perre (KU Leuven) as the Scientific Lead of the project.

- 1) **TEC** – Technikon Forschungs- und Planungsgesellschaft mbH, Austria (AT)
- 2) **EAB** – Ericsson AB (SE)
- 3) **KU Leuven** – Katholieke Universiteit Leuven (BE)
- 4) **IFAT** – Infineon Technologies Austria AG (AT)
- 5) **CHA** – Chalmers Tekniska Hogskola AB (SE)
- 6) **LIU** – Linköpings Universitet (SE)
- 7) **ULUND** – Lunds Universitet (SE)
- 8) **IFAG** – Infineon Technologies AG (DE)
- 9) **H+S** – Huber + Suhner AG (CH) [associated partner]

The interaction, responsibilities and decision-making power is clearly divided between the established project bodies as shown in Figure 1. The governing culture of the 6GTandem project is based on democracy, co-determination, and clear leadership.

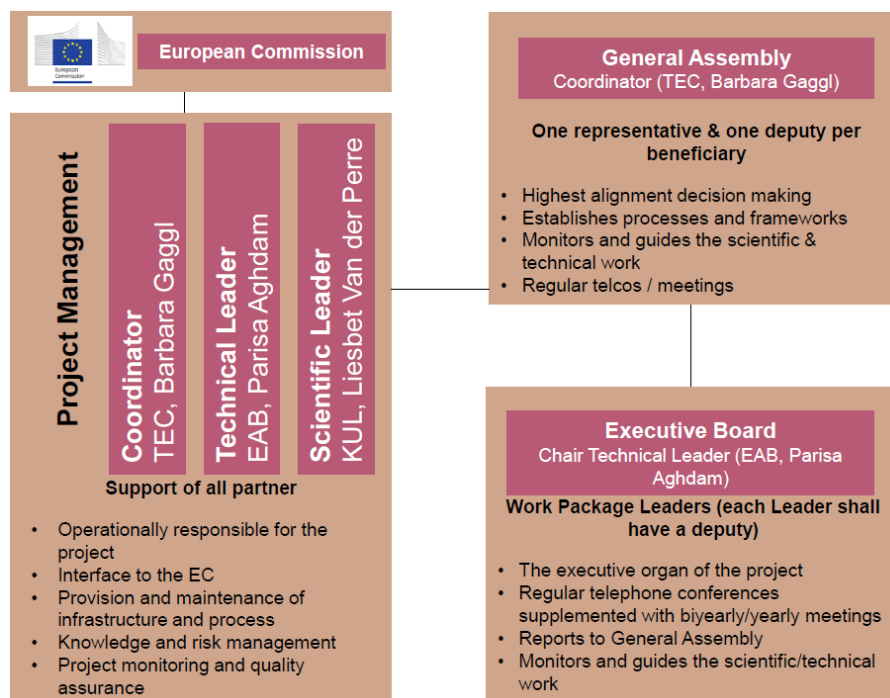


Figure 1: 6GTandem project bodies

The defined 6GTandem project bodies, the decision-making processes as well as the responsibilities are bindingly described in the Consortium Agreement as well as in the Grant Agreement.

The **General Assembly** (GA) is the assembly of all partners. It was established within the proposal and therefore included into the Consortium Agreement (see CA 6.1):

“General Assembly as the ultimate decision-making body of the consortium”.

The following representatives and deputies have been defined to present their organization within the **6GTandem General Assembly**:

- **TEC** Klaus-Michael Koch, deputy: Barbara Gaggl
- **EAB** Jonas Hansryd, deputy: Parisa Aghdam
- **KU Leuven** Liesbet Van der Perre, deputy: Lieven De Strycker
- **IFAT** Siegfried Krainer, deputy: Zulaicha Parastuty
- **CHA** Herbert Zirath, deputy: Christian Fager
- **LIU** Erik G. Larsson
- **ULUND** Buon Kiong Lau, deputy: Ove Edfors
- **IFAG** Manuela Neyer, deputy: Maciej Wojnowski
- **H+S** Ulf Huegel, deputy: Hannes Grubinger

The **Executive Board** (EB) is the assembly of all work package leaders. It is chaired by the technical leader, Parisa Aghdam from EAB.

According to the Consortium Agreement (see CA 6.1):

“Executive Board as the supervisory Consortium Body for the implementation of the Project which shall report to and be accountable to the General Assembly”.

The following representatives and deputies have been defined for the **6GTandem Executive Board**:

- WP1: **TEC** Barbara Gaggl, deputy: Marion Habernig
- WP2: **EAB** Parisa Aghdam, deputy: Jonas Hansryd
- WP3: **KU Leuven** Liesbet Van der Perre, deputy: Gilles Callebaut
- WP4: **IFAT** Siegfried Krainer, deputy: Maciej Wojnowski
- WP5: **CHA** Dan Kuylentierna, deputy: Gregor Lasser
- WP6: **TEC** Barbara Gaggl, deputy: Marion Habernig

2.2 Steps towards project participation

1) Initial registration

New participants in the project need to contact the coordinator in order to receive access to the 6GTandem working directory (MS Teams) and communication tools.

2) Contact details and mailing list

All contact details are added to the 6GTandem contact list and each new participant will be subscribed to relevant mailing lists, as these are central tools for all project internal communication. So far, the following 6GTandem mailing lists are activated and in use:

Mailing list name	Members
technical@horizon-6gtandem.eu	For all technical correspondence & EB member discussions
ga@horizon-6gtandem.eu	General Assembly members and deputies
financial@horizon-6gtandem.eu	Personnel responsible for financial questions and tasks (financial reporting, reporting of PMs, payments etc.)
legal@horizon-6gtandem.eu	Personnel responsible for legal questions and tasks
publication@horizon-6gtandem.eu	Partners will be informed about Publication & Notices at least 45 days before publication according to Article 17 in Annex 5
all@horizon-6gtandem.eu	All personnel actively involved in the project

Table 1: 6GTandem Mailing Lists

3) Project handbook

New participants will receive this document, as short introduction to get familiar with:

- the *6GTandem infrastructure* (MS Teams, public website, blog, calendar)
- the *project structure* (partners, hierarchy of bodies, most important documents at a glance) – see section 2.1
- the *project procedures* (meetings, deliverables, publications)

The project handbook is designed in a way to be easily consulted and to provide quick answers to project newcomers. It is available as a PDF file on Teams and should be a living document. This implies that it will be updated regularly to record and list the lessons learned to improve the quality of the project. All partners will be involved in the revision process and informed about any updates. In general, TEC will be the main responsible partner for updating the project handbook. Updates will be performed whenever necessary, e.g., if there are changes to the mailing lists or if the project structure or the General Assembly / Executive Board composition changes. In any case, partners are always invited to propose updates if required.

4) Introduction to partners and start

Once familiar with the project policies and the infrastructure, newcomers will find the most relevant documents like the Description of Action (DoA), Grant Agreement (GA) and Consortium Agreement (CA) on our working directory.

Chapter 3 Quality management strategy

Quality is the degree to which the project results fulfil the project requirements. For this purpose, a Quality Management Strategy has been defined within the 6GTandem project through three key processes, namely Quality Planning, Quality Assurance and Quality Control. These three processes are interconnected and interact to guarantee efficient and high-quality work.

3.1 Quality planning

Quality Planning determines quality policies and procedures relevant to the project for both project deliverables and project processes, defines who is responsible for what, and documents compliance with defined guidelines.

3.1.1 Visual identity

The creation of a corporate visual identity plays a significant role in the way the 6GTandem project presents itself to both internal and external stakeholders. A corporate visual identity expresses the values and ambitions of the project and its characteristics and makes the project visible and recognisable. It is of vital importance that people know that the project exists, remembering its name as well as the names of its collaborators. In the following, we briefly list the actions that were taken in order to create a visual identity of the project. A more detailed presentation of the materials and activities can be found in D6.1 “Plan for dissemination and exploitation incl. communication activities” due in M06.

Logo: For the improvement of its visibility, the 6GTandem project has adopted a project logo. The logo is used on all internal templates as well as on external dissemination tools.



Figure 2: 6GTandem logo for horizontal and vertical use

Project website: For greater visibility of the project, a website was launched in the first month. The 6GTandem project website is available at the following link: <https://horizon-6gtandem.eu/>

Leaflet: An informative and graphically appealing A5 leaflet, highlighting the 6GTandem vision, main goals, key technological aspects as well as background information was created. It can be used for distribution at conferences or certain other events to provide further visibility to the 6GTandem project. An electronic version of the leaflet is available on the 6GTandem website: https://horizon-6gtandem.eu/wp-content/uploads/2023/02/6GTandem_Leaflet.pdf

Podcast and videos: The 6GTandem consortium will publish project videos. Every year video material with durations of up to 2 minutes and animated 2D/3D content will be produced by TEC and published on Vimeo. These videos will then also be shared on the website and on the 6GTandem Social Media accounts.

Templates: Presenting the 6GTandem project with a clear visual identity is a goal of all project partners. Therefore, templates that bear the hallmark of the 6GTandem design were created and made available to all project partners. All templates include the 6GTandem logo, the 6GTandem colours, a disclaimer and acknowledgement to the EC.

Social Media: In order to reach our main target groups, [Twitter](#) and [LinkedIn](#) are used to raise awareness of project related news, results and publications and to foster cooperation activities.

3.1.2 Project policies

Internal project guidelines, or so-called project policies, are established by the coordinator to guarantee efficient internal and external processes concerning meetings, deliverables, and publications.

3.1.2.1 Meeting procedures

Since the outbreak of the Covid-19 pandemic in 2020, physical meetings have been reduced and hybrid opportunities in meetings should be provided (see section 3.2.3). The project kicked off with a physical meeting. For all the 6GTandem face-to-face meetings, the following rules are set out:

The consortium agrees that the hosting partner of a meeting pays for conference facilities, catering, and the like while each partner pays for accommodation and provisions. Usually, the host invites for lunch and coffee breaks during the meeting. If possible, the hosting partner invites the partners to one common dinner.

Meeting locations should change regularly in order to achieve a fair distribution of costs. To keep costs down, we prefer to meet at company facilities that can often be used for free, instead of meeting at hotels or other event locations. If that is not possible at all, the host can also arrange/ask for offers for conference rooms in a hotel. Then the partners pay separately for their conference fees (room fee including coffee and lunch breaks).

The following bullet points should be a kind of checklist for the host of upcoming meetings/workshops:

Meeting Room(s):

- On the first day we need one big room for approx. 20-25 people (if every partner shows up with 2-3 persons; a participant list will be created to provide further details).
- For the second day parallel sessions might be suitable. To plan such sessions, one or two rooms (for approx. 10-12 persons each) are required. (It will be decided in advance how many breakout sessions are necessary for the dedicated meeting.)
- Are there any costs for the conference room/day/person? (e.g., coffee break or lunch)?
- Are there any other expenses?

Infrastructure/Equipment:

- Free WLAN at meeting/workshop
- Internet connection
- Projector/Beamer in each room
- Flip charts and pens
- Power outlets for all participants
- Optional: Microphone/Speaker for large rooms

The host of a 6GTandem internal meeting should prepare a 1-2 pager with logistic information about one month before the meeting. This 1-2 pager is checked by the Project Management Team and discussed within the technical progress conf calls to make sure that the meeting allocation fits the planned meeting and the number of participants. The number of participants can be evaluated by a participant list on Teams, which needs to be filled by all partners at least one and a half months before the meeting. The coordinator together with the meeting host, has to prepare the agenda about one month before the meeting as well.

All these specific requirements are already considered when choosing the host of the next meeting. If a partner volunteers to host a meeting but is not able to fulfil the meeting process described in section 3.1.2.1 another partner will be chosen for hosting it.

3.1.2.2 Deliverables

Deliverables must be stored in the “Deliverables” folder of the corresponding Work Package on MS Teams. The following file naming is used for all deliverables:

- 6GTandem-[D.x.x]-[Level of Dissemination]-[Due-Month].

Level of Deliverables

- PU – Public, fully open, e.g., web (Deliverables flagged as public will be automatically published in CORDIS project’s page)
- SEN – Sensitive, limited under the conditions of the Grant Agreement

Nature of Deliverables

- “R” (Document, report)
- “DMP” (Data management plan)
- “DEM” (Demonstrator, pilot, prototype)

Deliverables marked with nature “DEM” will be accompanied by a small written report outlining its structure and purpose to justify the achievement of the deliverable.

As deliverables are the most important outcome of the project, excellent quality needs to be ensured. Therefore, an internal review process was defined, which is described in detail in section 3.3.1.

3.1.2.3 Publishing scientific papers and research data

Prior notice of any planned publication shall be given to the other parties concerned **at least 45 days** before the publication in accordance with the Consortium Agreement. Any objection to the planned publication shall be made in accordance with the CA in writing to the coordinator and to any party concerned within 30 days after receipt of the notice. If no objection is made within the time limit stated, the publication is permitted. (CA 8.4.1)

The project partners may agree in writing on different time limits to those set above, which may include a deadline for determining the appropriate steps to be taken.

Furthermore, the publication, or the link to it will be made accessible on the project website. Partners shall inform the coordinator as soon as a link or document in pdf format is available. The Commission and any interested party will be informed about the scientific publication via our website and social media channels.

To comply with GA Article 16.3 about the provision of open access to scientific publications, 6GTandem publications will be uploaded on the OpenAIRE data repository Zenodo.

All publications or any other dissemination relating to foreground with financial support from the European Commission shall include the following acknowledgment (GA 17.3):

“6GTandem has received funding from the Smart Networks and Services Joint Undertaking (SNS JU) under the European Union’s Horizon Europe research and innovation programme under Grant Agreement No 101096302. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union. Neither the European Union nor the granting authority can be held responsible for them.”

Authorship "Rules of Thumb"

A person should be author and the person may veto a publication if

- the person has contributed significant portions of the text, and/or
- the person has contributed at least one significant idea, and/or
- the paper describes an implementation that has been performed by the person.

All other contributors/influencers should be mentioned broadly in the acknowledgements.

As prior notice needs to be given 45 days before the publication, all partners have sufficient time to review the planned publication. This additional review process contributes to high quality publications.

According to GA Annex 5 the parties must “ensure open access to peer-reviewed scientific publications relating to their results”. To make sure such data produced in the 6GTandem project is made openly accessible, the coordinator will send a data specification sheet to the partner owning the data, which needs to be filled for each identified dataset. This must also be done for data not directly attributable to a scientific publication. Depending on the sensitivity of the information - either public or confidential – the data will either be published or a justification to the confidentiality reason will be requested.

3.2 Quality assurance

Quality assurance focuses on the creation and monitoring of processes based on set requirements. Quality assurance supports the monitoring of project processes, which need to be performed effectively to reach the targeted outcomes. This involves the establishment of Interim Management Reports, clear responsibilities and regular, clearly guided conference calls and face-to-face meetings.

3.2.1 Interim Management Reports (IMR)

The basic idea of internal “Interim Management Reports” (IMR) is to implement a tool, which requires each partner to provide information regarding their past, ongoing, and planned work, as well as information on the spent resources in a specific period. The IMR is a cumulative report created on a quarterly basis, to which all partners contribute. It is an efficient tool to provide the Project Management Team a good understanding of the status and progress of the work and to detect any possible delays or deviations well in advance. Furthermore, the IMR serves as the basis for the periodic reports to the EC.

The structure and the target of each section in the IMR are as follows:

Chapter 1 “Explanation of the work carried out by the beneficiaries and overview of the progress (including deviations)” asks for partner information regarding the work performed within the respective quarter. This helps the Project Management Team to monitor partner activities and the progress made within the last quarter. It further asks the WP leader explicitly for the main achievements and exploitable results per WP, to have a clear view on the results and how they will impact the ongoing work. For the coordinator it was also of high importance to add a section, which gives the partners the opportunity to describe deviations concerning the work plan described in the DoA. In this subsection of each WP, partners describe problems they had/have to cope with and that may be related to problems with larger impact.

Chapter 2 of the IMR reports on the status of the deliverables and milestones which were due until the issue of the report, as well as on those due in the upcoming quarter.

Chapter 3 is dedicated to dissemination, communication, exploitation, and standardisation activities carried out in the respective quarter, while Chapter 4 summarizes the publications (and associated research data) that were submitted until the issue of the IMR or are planned to be submitted in the

next quarter. Every six months, a separate chapter about risk assessment will be added to the IMR. The process of risk management is described in section 3.3.2.

Finally, the IMR contains a chapter about the use of resources of each partner per WP and task. Chapter 6 gives an overview of the total planned person months in comparison to the actual spent person months. A subsection of Chapter 5 allows partners to shortly describe and justify deviations regarding their planned use of resources and person months.

The coordinator prepares a cumulative report with the inputs from all partners every quarter, which is checked by the WP leads. If shortcomings or inconsistencies are identified, they will be discussed in the next technical progress conf call and fixed latest within the next IMR.

WP1 – Project, Risk and Innovation Management [M01-M42]
Overview on Tasks in WP1: T1.1: Project Management [M01-M42] T1.2: Risk & Quality Management [M01-M42] T1.3: Research & Innovation Management [M01-M42] T1.4: Ethics, Legal & Gender Management [M01-M42]
Summary of the work performed in WP1
Explanation of work carried out in WP1 during the reporting period giving details by each beneficiary involved:
Partner 1 – TEC:
Partner 2 – EAB:
Partner 3 – KU Leuven:
Partner 4 – IFAT:
Partner 5 – CHA:
Partner 6 – LIU:
Partner 7 – ULUND:
Partner 9 – H+S:
<i>Explain the <u>reasons for deviations</u> from the DoA, the <u>consequences</u> and the <u>proposed corrective actions</u>.</i> <i>Include explanations for tasks not fully implemented, critical objectives not fully achieved and/or not being on schedule. Also explain the impact on other WP/tasks on the available resources and the planning. If yes, please provide the following information:</i>
Reason:
Consequences:
Corrective actions:
Main Achievements and Results in WP1
✓ Summarize the main achievements and results for WP1

Table 2: Extract of IMR 1

3.2.2 Responsibilities and internal review

Transparency of roles and responsibilities has a big impact on the project success. Uncertainty can dramatically affect individual, organisational as well as the consortium's overall performance. Therefore, as already mentioned in Chapter 2, responsible persons for each organisation and per WP were defined. In a further step, responsibilities for deliverables are defined. The table below lists all deliverables and milestones due within the first 13 months of the project. While the leader of each deliverable has already been set in the DoA, the editor responsible for requesting and guiding partner inputs towards a punctual and high-quality submission, were chosen at the project start. In line with the internal review process (described in section 3.3.1) two internal reviewers for each deliverable are defined and clear deadlines for the first draft, the review feedback, as well as for the final version were established.

ACR	Nature	Type	Deliverables and Milestones	WHO	Editor name	WP	Del. Month	Deadline	Name of Reviewer 1	Name of Reviewer 2	Delivered to EC - insert date
MS1			Successful project start	TEC		All	M01	31/01/2023			26.01.2023
D4.1	SEN	R	PDK on B12 SiGe process	IFAG	Siegfried	WP4	M02	28/02/2023	Herbert		28.02.2023
D1.1	PU	R	Project quality plan	TEC	Barbara	WP1	M03	31/03/2023	Parisa		
D1.2	SEN	DMP	Data Management Plan	EAB	Parisa	WP1	M06	30/06/2023	TEC	Gilles	
D6.1	PU	R	Plan for dissemination and exploitation incl. communication activities	TEC	Barbara	WP6	M06	30/06/2023	Erik	Parisa	
D1.3	SEN	R	Risk Assessment Plan	TEC	Barbara	WP1	M12	31/12/2023	Liesbet		
D2.1	SEN	R	Report on use cases, deployment scenarios and requirements	EAB	Parisa	WP2	M12	31/12/2023	Liesbet	Siegfried	
D2.2	SEN	R	Report on the planned models and requirements	ULUND	Ove	WP2	M12	31/12/2023	Gilles	Chalmers	
D3.1	SEN	R	High-level models for tandem operation	ULUND	Frederik	WP3	M13	31/01/2024	Gregor	Jonas	
MS2			6GTandem use cases defined, and the corresponding requirements clearly stated (both for 6GTandem system and modelling framework)	EAB		WP2	M13	31/01/2024			

Table 3: Deliverables and Milestones Status Overview

3.2.3 Conference calls and meetings

Communication is one of the most essential foundations of a successful project collaboration. Therefore, the 6GTandem consortium established regular conf calls and video-calls (e.g., monthly technical progress conf calls, requesting WP status reports and several WP-internal/cross-WP meetings and conf calls). The coordinator uses Microsoft Teams as a conf call system. In addition, other tools might be used by partners. Virtual meetings are planned in parallel to physical meetings, which are needed because of the complexity of this project.

To ensure the project success it is necessary to implement an efficient meeting structure. At the beginning of the 6GTandem project, the Kick-off meeting took place on 25th and 26th of January 2023. The different expectations and schedules were discussed to make a definitive plan about the further work plan and required actions.

The coordinator plans to organize at least two technical meetings per year, combined with General Assembly meetings at the end of each project period or at least once per year. In addition, there will be some WP-internal / cross-WP meetings on request.

At the end of each project period there will be a review preparation meeting shortly before the official review meeting takes place (possible venue: online or EC premises in Brussels). If the meeting will be done online, then the preparation call will be done a week before that. In the opposite case, a review meeting will take place one day before a face-to-face meeting. Final review meeting should take place within 60 days after the end of the project. However, this decision can be influenced based on the project officer (PO) and partner availability.

3.3 Quality control

The scope of quality control is the management of feedback and deviations in the project. Quality control ensures that feedback, from internal, as well as from external advisors, is taken into account and therefore positively influences the work towards the project objectives. Risk management is an integral part of quality control as the proactive notice of deviations from the DoA allows the consortium to mitigate the consequences or even transform the latter into opportunities.

3.3.1 Deliverable review process

To ensure the quality of deliverables, an internal review process was defined. The main goal of this process is to gather internal feedback from partners, who did not directly participate as editor or contributor to the deliverable before its submission to the European Commission. The review process is shown and explained below.

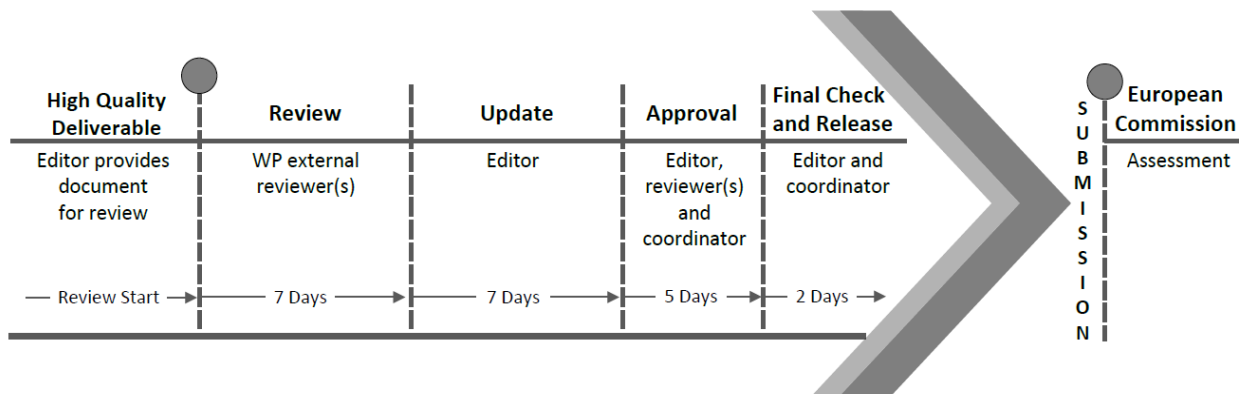


Figure 3: Review and Quality Assurance Process for Deliverables

The editor sends the high-quality deliverable to the reviewers who were not directly involved in the deliverable work. High quality means, that all required input is included within the deliverable, all track changes accepted, and a first formatting check performed. The reviewers read the deliverable and compare the content against its objective, as defined in the work plan.

The editor protects the draft against changes (always save with “track changes” activated). Typos and small changes are directly entered on the text while using “track changes”. Comments are entered into the text as MS Word comments.

The internal reviewer must fill in an **Internal Review Form**. The internal review form guides the reviewer through specific questions, in order to make sure that the content complies with the quality claims of the EC (e.g., accordance with the DoA, required information, structure, etc.) as well as the project partners. It monitors the structure as well as the compliance with the description in the DoA. This gives feedback to editor of this deliverable in a clearly structured form and helps the editor to address all comments. Below the internal review form in 6GTandem is presented.

The editor is responsible to check the feedback of the reviewers and to update the deliverable accordingly. The final version of the deliverable is then sent to the reviewers and the Project Management Team for final approval. If a deliverable does not fulfil the quality requirements of the 6GTandem project, this process will be repeated until it is at least in line with the DoA. The caused delay must be explained and justified by the editor, who - together with the Management Team - checks, if the delay affects other deliverables or the project progress in general.

As soon as the reviewers give their okay, the Project Management Team performs a final check and formatting updates, before the coordinator officially submits the deliverable via the participant portal.

If a deliverable is not ready for submission by the official submission deadline, the coordinator will inform the project officer about the delay and mention if this delay has any impact on other deliverables or the project progress in general.

REVIEW FORM
for the Internal Reviewer
6GTandem deliverable: []

* Type of comments: M = Major comment, m = minor comment, a = advice			
Date of Internal Review: []	Internal Reviewer: []		
	Answer	Comments	Type*
1. Is the deliverable in accordance with			
i. the Description of Action ?	Choose an item.		Choose an item.
ii. the international State-of-the-Art?	Choose an item.		Choose an item.
2. Is the quality of the deliverable such			
i. that it can be sent to the EC?	Choose an item.		Choose an item.
ii. that it needs further editing?	Choose an item.		Choose an item.
iii. that the content needs to be improved?	Choose an item.		Choose an item.
3. Does the Deliverable include			
i. a clear structure (e.g. appropriate, understandable presentation of the work performed)	Choose an item.		Choose an item.
ii. a sufficient and meaningful executive summary	Choose an item.		Choose an item.
iii. an appropriate introduction	Choose an item.		Choose an item.
iv. a meaningful summary & conclusion	Choose an item.		Choose an item.




Table 4: Internal Review Form

3.3.2 Risk management

To guarantee the achievement of the objectives of the 6GTandem project, it is essential to identify and understand those risks that could have a negative impact on the project.

A continuous risk management process is based on the early identification of, and the fast reaction to, events that can negatively affect the outcome of the project. For this purpose, the regular meetings of the project bodies serve as the main forum for risk identification. The identified risks are analysed and rated, based on their impact and probability of occurrence by answering the following question: “How big is the risk and what is its impact on 6GTandem?” Knowing how a risk impacts the project is important, as several risks of the same type can be an indication of a problem of larger impact.

The risks defined in the DoA are divided into low/medium/high risk levels.

	low	Low probability of occurrence and low impact
	medium	Low/high probability of occurrence and High/low impact
	high	High probability of occurrence and high impact

The risks will be monitored on a regular basis and an updated risk table will be provided within the Periodic Reports. Further, a detailed classification and evaluation will be provided within *D1.3 “Risk Assessment Plan”* in M12. The Risk Assessment Plan will show how potential risks are assessed and mitigated to avoid any negative influence on the project objectives.

In addition to the above-mentioned tools and procedures, the project partners’ and the coordinator’s profound experience with HORIZON projects implicates a high level of competence, expert knowledge, skills, and qualifications, which further increases the quality of the project work. Besides these hard skills, also soft skills, such as motivation, team spirit and interpersonal interaction contribute to high-quality project performance.

Chapter 4 Summary and Conclusion

This Project Quality Plan demonstrates how quality aspects are taken into account in a variety of processes and activities within the 6GTandem project. The interrelated quality processes – planning, assurance, and control – impact the project work from its start to its end. The project aims at obtaining a high degree of quality, where outcomes are achieved in terms of the effectiveness and efficiency of working practices, as well as products and standards of project deliverables and outputs.

This plan establishes the procedures and standards to be implemented in the project and allocates responsibility to ensure that these procedures and standards are correctly pursued. The Project Management Team (Coordinator; Technical Lead and Scientific Lead) make sure that the above-described processes are put into practice. In case of deviations from the original work plan, they are in charge of implementing necessary mitigation measures.

The Project Quality Plan is effective throughout the lifetime of the project but is open for revision if necessary. As described in section 2.1, responsibilities for quality planning, assurance and control are shared between all partners.

Chapter 5 List of Abbreviations

Abbreviation	Explanation
CA	<i>Consortium Agreement</i>
DoA	<i>Description of Action (Annex 1 of the Grant Agreement)</i>
EB	<i>Executive Board</i>
EC	<i>European Commission</i>
GA	<i>Grant Agreement</i>
IMR	<i>Interim Management Report</i>
NDA	<i>Non-Disclosure Agreement</i>
PR	<i>Periodic Report</i>
PO	<i>Project Officer</i>
WP	<i>Work Package</i>