Project management plan (PMP)

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Abstract

This document presents the Project Management Plan (PMP) that complements the project information provided in the Grant Agreement and its Annex I - Description of Action, integrating in particularly more detailed procedures, briefly describing the Communication and Dissemination strategy, addressing the Ethics Requirements, and implementing any additional refinement agreed at the Kick-off meeting [8].

The Grant Agreement Annex 1 Description of Action will remain the contractual reference; the PMP provides additional details but never contradicts the Grant Agreement.

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Authoring & Approval

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[1] Representatives of all the beneficiaries involved in the project

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Copyright Statement

TRUSTY

TRUSTWORTHY INTELLIGENT SYSTEM FOR REMOTE DIGITALTOWER

TRUSTY

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List of Acronyms

Name	Acronym
TRUStworthy inTelligent sYstem for remote digital tower	TRUSTY
Project Management Plan	PMP
Grant Agreement	GA
Consortium Agreement	CA
Project Management Board	PMB
Kick-off meeting	KOM
Social Science and Humanity	SSH
Remote Digital Tower	RDT
Work package	WP
Work package Leader	WPL
SESAR Tool Enabling coLLaborative Atm Research	STELLAR
Project steering committee	PSC
Deliverable Leader	DL
Data Management Plan	DMP
Communication, Dissemination and Exploitation Plan	CDEP

1 Introduction

Annex 1 of the Grant Agreement (GA - [101114838]) provides the contractual baseline of the project by means of the Description of the Action [1].

The main objective of this document is to make the cooperation among the TRUSTY partners easier and more efficient, giving a complete guideline with all information, rules, and procedures so that the scientific outcomes comply with the TRUSTY project's work plan and contractual obligations and that the results fulfil the technical requirements set by the TRUSTY consortium for effective progress toward the achievement of the project goals.

This document complements the project information provided in the Grant Agreement Description of Action and the Consortium Agreement [2]. The Grant Agreement (GA) remains the contractual reference [1].

An organisational structure and related procedures are defined for decision-making, reporting, delivery of intermediate results, control of information, as well as for quality assurance. They serve the purpose of ensuring that each Partner has the same references.

The TRUSTY management is based on several principles that are important in inter-organisational collaboration:

1. An effective Project Management relies on the collaboration and cooperation amongst the partners. The TRUSTY participants are collaborating to achieve a common objective, share experience and know-how, and develop results with complementary skills.

2. Work must be organised and planned in a result-driven way. Whilst the internal organisation of each partner's work is up to him/her (if that partner meets his/her commitments), the interactions between the partners working at distance must be based on the flow of results. Common planning must hence be a reference for everybody and must always be up to date.

3. The collaboration between participants is based on consensus and joint decision-making, involving different levels of decision-makers in different domains (strategic, technical, financial, and administrative). The decisions will be achieved by "rough consensus and running code (or experiments)", using formal procedures such as voting only when essential. The rules for such decision-making need to be clear.

4. The effectiveness of meetings between the partners is critical to the progress of work. An inconclusive meeting can cause serious delays, risks, and costs.

5. Effective collaboration requires central coordination and logistics support. The coordination mechanisms, communication flow inside and outside the project are supported by the TRUSTY management structure.

6. Resource control will be achieved by assessing "Earned Value" through the assessment of intermediate level of completion of deliverable.

This document has been prepared to describe the implementation of these principles.

The recommendations in these guidelines, if used with some discipline, will reduce project overhead, ease the work of the TRUSTY management for all the Partners and increase the efficiency and quality of the work carried out in the Project. It is thus imperative that all TRUSTY Partners understand and use the rules, suggestions, and standards as specified in these guidelines.

The document addresses [3, 4, 6, 8], in particular:

• Management processes using H2020 Portal and STELLAR based on SESAR Project Management Handbook

• Project Management Board (PMB) management (role and composition, if applicable)

• Preparation of Intermediate Review and Project Gate (Final Review)

• Communication, Dissemination and Exploitation Plan

• Quality management (including internal review process)

Updates from the Kick-Off meeting:

As agreed in the project Kick-Off Meeting (and included in the minutes), the following changes with respect to the GA have been introduced:

- the deliverables must be written in a non-technical way, with clear explanations and clear results.
- consider Teams (for day-to-day information), STELLAR, SIGMA for project communication, storage, etc.
- extend the EAB members list, added someone from AISA project as they have provided a roadmap in TRUSTWORTHY AI
- consider state-of-the-art of the Remote Tower not only AI.

While this document aims to avoid duplication of material from the references it builds on, some elements may nevertheless be repeated to make the PMP document as readable as possible without continuously having to consult all the reference material.

1.1 Applicable reference material

Unless otherwise stated in this PMP, the execution of the project **will be fully compliant** with the latest version of the S2020 Project Handbook, available in STELLAR Program Library complemented by the SJU KOM slides.

1.2 PMP maintenance

This project management plan has been produced at the beginning of the project as a contractual deliverable. Its main purpose is however to be part of the daily management tools of the project team and at the same time to support the coordination between projects by providing insight into how the project is organised and managed.

Through the deliverable D 1.1: Project management plan, the daily management criteria and the project team is formed, now the plan will be followed and monitored. The project will use Stellar and Microsoft Teams tools to keep track of the activities within the project. The main objective of this work package is to provide professional management of the project. Implementation of procedures to monitor: i) activities, ii) financial resources usage, iii) report preparation.

2 Overview of the project

2.1 Project objectives

The overall objective of TRUSTY is to do research and development on a trustworthy intelligent system for the RDTs application domain i.e., taxiway inspection (i.e., bird hazard, presence of drones, drones and the need for drone protection, autonomous vehicle monitoring, human intrusion, etc.) and runway monitoring (approach and landing) misalignment warning. The measurable objectives are categories: i) Scientific, innovation, and research objectives focusing on the research to deliver a rigorous and self-standing methodology to drive the implementation and define its operational principles; ii) Technological objectives focusing on a prototypical system and the delivery and deployment in close to the real environment; iii) User-centric design focusing on user acceptability in the domain of RDTs and iv) Impact and societal objectives with a specific focus on providing relevant impact and considering socio-economic aspects, evaluation of (cost) effectiveness and the scalability potential of the ecosystem, the spread of excellence gained and applicability for the ATM ecosystem.

The project TRUSTY considers these several objectives in terms of research, technical, user, and social and are presented in **Table 1**

Table 1. Summary of TRUSTY project objectives

Scope	Objective	SESAR solution	Work package[3]	Deliverable
Research Objectives	Provide a clear definition and a technical work plan of a trustworthy intelligent system with identified Key Performance Indicators (KPIs)/Key Value Indicators (KVIs) based on SotA study and gap analysis. TRUSTY will conduct a systematic literature review, and several workshops with end users, stakeholders, AI developers and domain experts to identify the	ID Solution: SOL-TRUSTY Solution Title: Facilitating the digital assistants supporting taxiway inspection and/or runway monitoring thanks to trustworthy AI. Solution Definition: The R&D activity addresses the need of human-centred trustworthy	WP3: DEFINITION, SPECIFICATIONS and SotA in XAI and RDTs	D3.1 - Report on definition, specifications and SotA D3.2 - Report on the gap analysis including KPIs/KVIs and the development/technical work plan (ERP)

[3] *Tasks within one WP might be included in the Annex.*

	specifications, and bridge the gaps.	intelligent systems to		
	Provide a "Self-explainable" and "Self-learning system" for critical decision-making based on MML considering robust and resilient ML models to the tasks taxiway and runway inspection and misalignment warning. TRUSTY will do research and development on MML and its algorithmic robustness and resilience.	Remote Digital Towers ecosystem. This includes the development of digital assistants supporting taxiway inspection (i.e., bird hazard, presence of drones, drones and the need for drone protection, autonomous vehicle monitoring, human intrusion, etc.) and/or runway monitoring (approach and landing) misalignment warning, providing a "Self-explainable" and "Self-learning system" for critical decision-making based on MML considering robust and resilient ML models.	WP4 : Trusted Intelligent System Development	D4.1 – Report on robustness and resilience MML with open-source models and data base
	Provide 'Transparent ML models' incorporating interpretability, fairness, and accountability based on human-centred XAI and active learning. TRUSTY will do research and development on algorithmic interpretability and accountability with data fairness.		WP4 : Trusted Intelligent System Development	D4.3 – Report on the methodology of transparent ML models
	Provide an 'Adaptive level of explanation' regarding the user's cognitive state based on human factors and countermeasures relevant to the multimodal HMI and Human-In-the-Loop ML. Here, TRUSTY		WP5: AI-Powered Human–Machine Collaboration/ Teaming	D5.3 – Report on the methodology of human–machine teaming with human and Multimodal HMI and GUI with interactive data visualization

	will do research and development on "HCAI" and AI-Powered Human–Machine Collaboration/Teaming.			
	Provide a conceptual framework for building a trustworthy intelligent system. TRUSTY will do research and development human centric XAI incorporating fairness and accountability.		WP6: TEST, VALIDATION AND GUIDELINES	D6.2 – Validation report with impact analysis and guideline (ERR)
Technical Objectives	Robust and resilient MML models. An intelligent system for the decision-making tasks and monitoring of taxiways and runways in the RDTs domain adaptable ML models with higher accuracy is needed.		WP4 : Trusted Intelligent System Development	D 4.1 - Report on robustness and resilience MML with open-source models and data base
	Transparent ML models with a human-centred explanation. A prototypical system of a proof-of-concept of the proposed intelligent system incorporating interpretability, fairness, and accountability.		WP4 : Trusted Intelligent System Development	D4.3 – Report on the methodology of transparent ML models
	Framework for HAIT. A prototypical system of a framework incorporating human-AI-		WP5: AI-Powered Human–Machine Collaboration/ Teaming	D5.3 – Report on the methodology of human–machine teaming with human and

	interaction (hAIi) and UX for human and ML model interaction.			Multimodal HMI and GUI with interactive data visualization
	Smart HMI and GUI for intelligent decision support. A prototypical system of HMI and GUI will be developed incorporating interactive data visualization, data-driven storytelling, and a data exploration approach through visual analytics.		WP5: AI-Powered Human–Machine Collaboration/ Teaming	D5.1 – Report on the methodology of Human factors, countermeasures for HMI and UX for human and ML model Interaction
User and Social Objectives	Develop a trustworthy intelligent system. TRUSTY will use HCAI explanation and HAIT that can be easily accepted by the RDTs operators.		WP5: AI-Powered Human–Machine Collaboration/ Teaming	D5.1 – Report on the methodology of Human factors, countermeasures for HMI and UX for human and ML model Interaction
	Active engagement of main stakeholders in the definition of requirements and system conceptualization during and the rest of the project. TRUSTY will incorporate AI research experts, RDTs operators, and ATM domain experts from different disciplines with Social Science and Humanity (SSH) expertise, and based on end users' needs, will co-create the HMI and the GUI and the intelligent system better-		WP3: DEFINITION, SPECIFICATIONS and SotA in XAI and RDTs	D3.2 - Report on the gap analysis including KPIs/KVIs and the development/technical work plan (ERP)
			WP6: TEST, VALIDATION AND GUIDELINES	D6.2 – Validation report with impact analysis and guideline (ERR)

	integrated approach between human and AI models based on hAIi. Gender and intersectionality dimensions will be considered during the whole project.			
	TRUSTY aims to improve the transition process towards the use of RDTs by providing more trust to RDTs operators through transparent and explainable systems. Loss of depth and lack of sound and vibration may reduce RDTs operators' situational awareness and affect some of them if the skills developed in previous years by the experts. At the same time, for new RDTs operators who have never worked in a RDTs, discrepancies may arise in communication with more experienced RDTs operators. Increasing trust in the technology, complementing the experience gained from years of work, a more safe, transparent system can be achieved, simplifying at the same time on-site communication.		WP6: TEST, VALIDATION AND GUIDELINES	D6.2 – Validation report with impact analysis and guideline (ERR)

	Communication, dissemination, and exploitation. Use the core project activities (research, Pilot case development, dissemination, standardization, and communication) to establish interactions and collaborations that will last beyond the project end. Establish a network of associates interested in building research collaborations, evaluating outputs, participating in events, and exchanging information. Nurture the development of an ecosystem around the network for extending the impact with dissemination and communication activities. Definition of exploitation business models and commercialization opportunities for the results of the project.		WP6: TEST, VALIDATION AND GUIDELINES	D6.2 – Validation report with impact analysis and guideline (ERR)
			WP7: DISSEMINATION, COMMUNICATION AND EXPLOITATION	D7.1 – Initial Communication, Dissemination and Exploitation Plan (CDEP)

2.2 Project milestones

There are nine milestones that cover the whole project and its' workpackages, Table 2 lists all the milestones along with the necessary information.

Table 2. Summary of TRUSTY project Milestones

Scope	Objective	SESAR solution	Work package	Milestone
MANAGEMENT	To provide a professional management of the project. Implementation of procedures to monitor: i) activities, ii) financial resources usage, iii) report preparation	ID Solution: SOL-TRUSTY Solution Title: Facilitating the digital assistants supporting taxiway inspection and/or runway monitoring thanks to trustworthy AI. Solution Definition: The R&D activity addresses the need of human-centred trustworthy intelligent systems to Remote Digital Towers ecosystem. This includes the development of digital assistants supporting taxiway inspection (i.e., bird hazard, presence of drones, drones and the need for drone protection, autonomous vehicle monitoring, human intrusion, etc.) and/or runway monitoring (approach and landing) misalignment warning, providing a "Self-	WP1: PROJECT MANAGEMENT	MS1 -Kick-off meeting
				MS7: Project maturity Gate (Final Review)
				MS9: A Closeout meeting
Dissemination, communication, and exploitation	Project dissemination, communication, and exploitation		WP7: DISSEMINATION, COMMUNICATION AND EXPLOITATION	MS8: A final Dissemination even
Development	Research and development		WP3: DEFINITION, SPECIFICATIONS and SotA in XAI and RDTs	MS2: Protocol and roadmap defined
			WP4: Trusted Intelligent System Development	MS3: Trusted intelligent system for RDTs
			WP5: AI-Powered Human–Machine Collaboration/ Teaming	MS4: Framework for Human–Machine Collaboration/Teaming

Validation	**Test and Validation**	**explainable" and "Self-learning system" for critical decision-making based on MML considering robust and resilient ML models.**	**WP6: TEST, VALIDATION AND GUIDELINES**	**MS5: Validation performed** **MS6: Guidelines**

2.3 Project deliverables

There are 23 deliverables in the project and Table 3 lists all the deliverables along with the necessary information.

Table 3. List of Deliverables

Deliverable Number	Deliverable Title	WP number	Lead Beneficiary	Dissemination level	Due Date (in months)	Due Date (in T0+X)	Due Date (In Calendar)
D 1.1	Project Management Plan	WP1	1- MDU	Public	3	T0+3	November 2023
D 1.2	Report on risk management plan	WP1	1- MDU	Public	6	T0+6	February 2024
D 1.3	Final Project Results Report	WP1	1- MDU	Public	23	T0+23	July 2024
D 2.1	Report on Ethical Framework for handling personal data, and sharing and access to data within ARTIMATION	WP2	4- UNIROMA1	Public	7	T0+7	March 2024
D 2.2	H - Requirement No. 1	WP2	4- UNIROMA1	Public	8	T0+8	April 2024
D 2.3	PD - Requirement No. 2	WP2	4- UNIROMA1	Public	8	T0+8	April 2024
D 2.4	Initial Data Management Plan (DMP)	WP2	2 - DEEP BLUE	Sensitive	3	T0+3	November 2023
D 2.5	Intermediate Data Management Plan (DMP)	WP2	2 - DEEP BLUE	Sensitive	12	T0+12	August 2024
D 2.6	Final Data Management Plan (DMP)	WP2	2 - DEEP BLUE	Public	24	T0+24	August 2025

D 2.7	Ethical and legal report on the final project	WP2	4-UNIROMA1	Public	24	T0+24	August 2025
D 3.1	Report on definition, specifications and SotA	WP3	1- MDU	Public	6	T0+6	February 2024
D 3.2	Report on the gap analysis including KPIsKVIs and the development/technical work plan (ERP)	WP3	3 - ENAC	Public	10	T0+10	June 2024
D 4.1	Report on robustness and resilience MML with open-source models and data base (short version)	WP4	1 - MDU	Public	17	T0+17	January 2025
D 4.2	Report on robustness and resilience MML with open-source models and data base (full version)	WP4	1 - MDU	Sensitive	17	T0+17	January 2025
D 4.3	Report on the methodology of transparent ML models (short version)	WP4	1 - MDU	Public	18	T0+18	February 2025
D 4.4	Report on the methodology of transparent ML models (full version)	WP4	1 - MDU	Sensitive	18	T0+18	February 2025
D 5.1	Report on the methodology of Human factors, countermeasures for HMI and UX for human and ML model Interaction (short version)	WP5	4 - UNIROMA1	Public	17	T0+17	January 2025
D 5.2	Report on the methodology of Human	WP5	4 - UNIROMA1	Sensitive	17	T0+17	January 2025

	factors, countermeasures for HMI and UX for human and ML model Interaction (full version)						
D 5.3	Report on the methodology of human–machine teaming with human and Multimodal HMI and GUI with interactive data visualization (short version)	WP5	3 - ENAC	Public	18	T0+18	February 2025
D 5.4	Report on the methodology of human–machine teaming with human and Multimodal HMI and GUI with interactive data visualization (full version)	WP5	3- ENAC	Sensitive	18	T0+18	February 2025
D 6.1	Report on the validation plan (ERP)	WP6	2 - DEEP BLUE	Public	12	T0+12	August 2024
D 6.2	Validation report with impact analysis and guideline (ERR)	WP6	2- DEEP BLUE	Public	23	T0+23	July 2025
D 7.1	Initial Communication, Dissemination and Exploitation Plan (CDEP)	WP7	2- DEEP BLUE	Sensitive	3	T0+3	November 2023
D 7.2	Intermediate Communication, Dissemination and Exploitation Plan (CDEP) and report	WP7	2- DEEP BLUE	Sensitive	12	T0+12	August 2024
D 7.3	Final Communication, Dissemination and Exploitation Plan (CDEP) and report	WP7	2- DEEP BLUE	Public	29	T0+29	January 2026

2.4 Gantt Chart

The schedule listing the project's milestones, activities, and deliverables with estimations in terms of resource allocation, duration, and main meetings is shown in A Gantt in Figure 1. The Coordinator monitors and coordinates the work plan.

Every twelve months, the TRUSTY project will report on activities and resources, and any deviations from the original work plan will be explained and justified in the periodic reports. The Project Coordinator will revise the Gantt chart, accordingly, updating it with actual effort reported, actual month of submission of the deliverables, and main project meetings that took place. In particular, the Project Officer will monitor the effort allocation to the tasks/deliverables provided by the partners in order to check the status of the use of resources. The WP leader is responsible for the schedule within his/her WP. The WP leader must communicate to the Coordinator in advance any problems or delays arising during the project timeline.

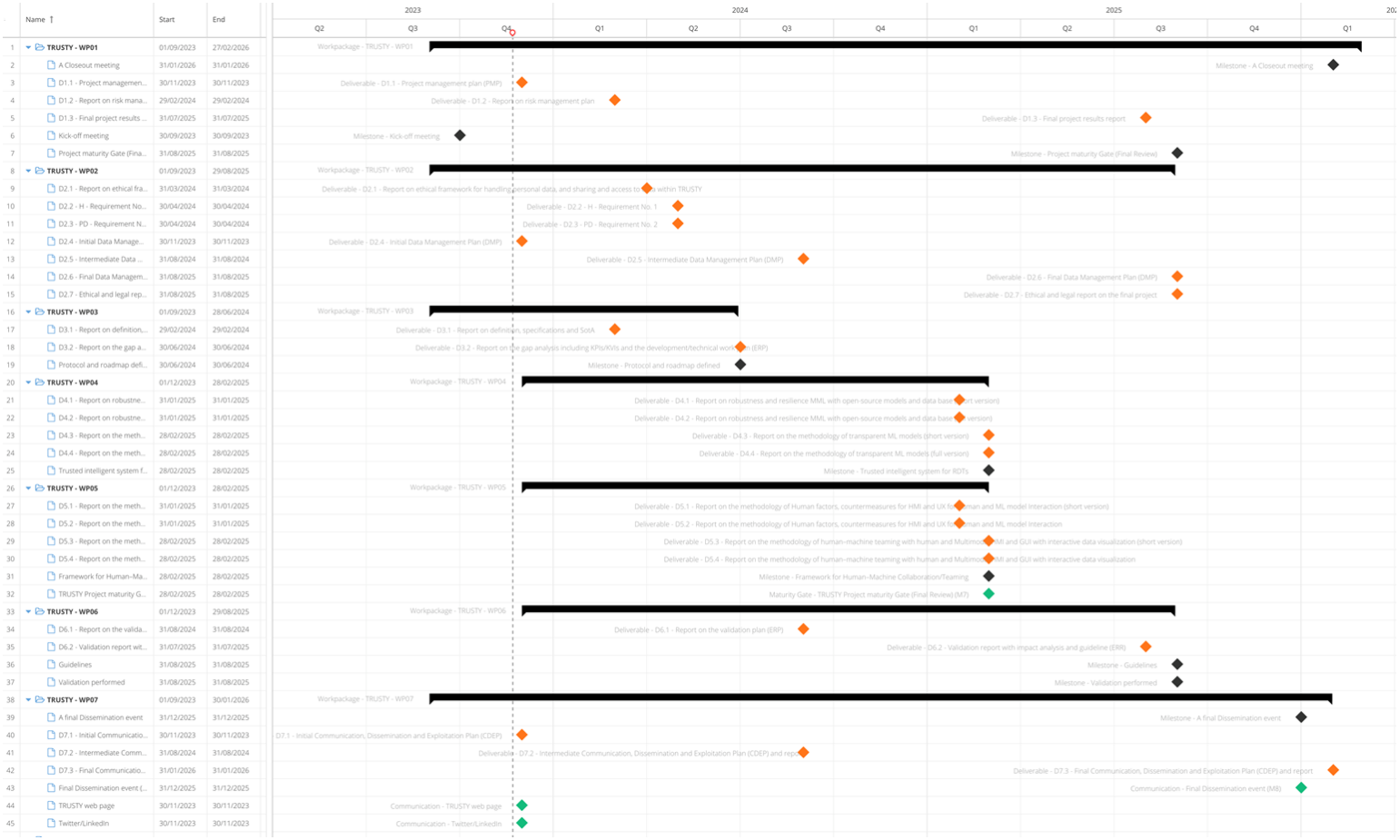

Figure 1: Gantt Chart xtracted from Stellar portal

3 Project management and organisation

3.1 Management structure

The project management structure is focused on:

- Creating the necessary governance structure for an effective project direction and management.
- Performing the financial, legal, administrative, and technical coordination.
- Establishing the communication flow and methods for reporting, progress monitoring, and quality assurance.
- Monitoring risks contingency plan and providing measures for avoiding risks related to financial, legal, administrative, and technical coordination.

The TRUSTY consortium will be structured in several bodies at different levels according to the number of partners and the nature of the different work packages, as it is shown in Figure 2.

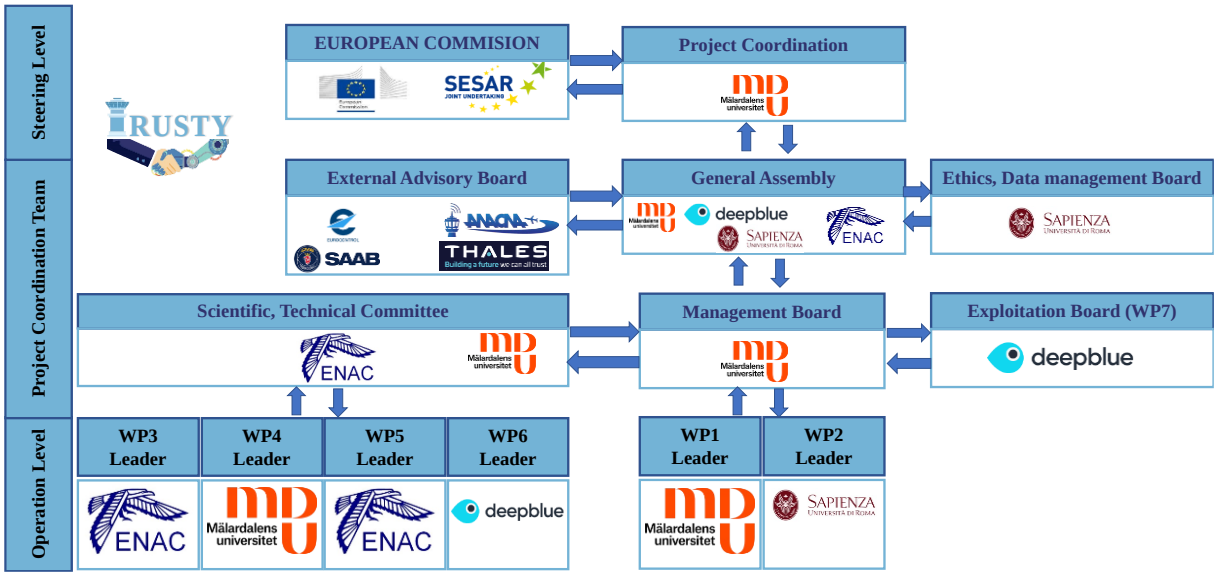

Figure 2: Management Structure Chart

Project Coordinator:

The main responsibility of the Project Coordinator (PC) is to ensure the timely and effective overall progress of the project. The PC, will have primarily the following roles:

• Interface between the consortium and the SJU, dealing also with contractual, administrative, and financial matters in addition to overall responsibility for project progress reporting. Circulation of respective information and communications. The PC will communicate with the European Commission on behalf of the consortium.

• Organisation in Steering level, project meetings project reviews, and coordination of dissemination events.

• Guidance for all of the technical activities outlined in the project's work plan and implement the day-to-day liaison between consortium partners to consolidate inputs into project planning, progress monitoring and technical milestone reporting.

MDU is the Project Coordinator. Mobyen Uddin Ahmed will play role both of Project Coordinator as well as Project Manager of TRUSTY, manages the project, supported by Shahina Begum with expertise in European Projects for the day-by-day activities related to administrative, financial, and organisational issues.

General Assembly (GA)

General Assembly is a body chaired by the Project Coordinator and composed of the representatives of each beneficiary. The General Assembly will be responsible for high-level decision making, such as preventing risk situations and, if necessary, implementation of corrective actions, or formalities concerning the departure and addition of a new consortium member. The exact procedures to be followed concerning the addition or withdrawal of a beneficiary are specified in the Consortium Agreement and Grant Agreement.

Other activities of the General Assembly will include:

- Notification and negotiation with the EC of intended amendments to the consortium or Grant Agreement (membership, budget, use of resources); further, their preparation and implementation according to the EC regulations
- Identifying and finding solutions to problems that may have a potential impact on the achievement of project objectives and overall workflow, application of contingency plan within the risk management
- Conflict resolution.

The General Assembly aims to react by means of a voting procedure to any decisions or initiatives made and will pay particular attention to the innovation process and will make sure that the complete innovation chain is properly managed in all its stages. We will apply a well-proven set of practices to ensure this.

- Monitoring of project progresses, achievements and costs. Detailed project monitoring procedures will be agreed at the first meeting of the General Assembly.
- Solution of problems that have a potential impact on project strategies, resources and achievement of planned objectives, definition of the necessary contingency plans.
- Proposals for changes to the Work Plan and the related Consortium Budget, to be agreed by the European Commission
- Approval of entries and withdrawals of partners, with the corresponding settlement on the modalities and conditions

- Consultations, in particular among the research partners covering different disciplines and between the research and commercial consortium partners; exchanging ideas and implementing improvements
- Conflict resolution on issues that have an impact on strategies, medium-long term objectives, resources and the project roll-out strategies.
- Declaration of defaulting partners and actions related to such declaration
- Review the declaration of know-how and/or knowledge
- Prepare the content and timing of press releases and joint publications by the Consortium
- Testing and objective evaluation throughout the whole project; where components are not ready or sufficiently functional in the early phase of the product development cycle, we will use simulations or mock-ups
- Early identification of the potential customers to match their needs to the new product
- Receiving and taking into account results from tests and any feedback in the product development cycle
- Showcasing the fully functional business model (fairs, congresses, conferences, catalogues).

Ethical and Data Management Group (EDMG)

The TRUSTY project **Ethical and Data Management Group (EDMG)** is an internal entity that evaluates relevant project actions from an ethical point of view. The group will be led by **Giulia Cartocci**, and **Pietro Arico** at **UNIROMA1,** and also one person from each unit will be a member of the group, i.e., Mir Riyanul Islam at MDH, Elizabeth Humm at Deep Blue, and Christophe Hurter at ENAC. These relevant actions mainly concern the ethical issues set in the ethical issues table. Any activity involving such actions will be evaluated by the **EDMG**. This evaluation in particular involves ensuring that the partners conducting such actions comply with the legal and international scientific standards that apply. Approval of the ethical committee is required before such actions are conducted. The **EDMG** is not bound to the decisions of the other project boards, including the project coordinator.

Apart from the project ethical committee, the opinion of the relevant local ethics committee will be sought in due time during project execution. Project consortium is bound to this opinion and will conduct research accordingly. **EDMG** will be responsible for:

- Reviewing all research involving human participants conducted by individuals employed within or by that institution.
- Ensuring that ethics review is independent, competent, and timely.
- Protecting the dignity, rights, and welfare of research participants.
- Considering the safety of the researcher(s); and considering the legitimate interests of other stakeholders.

- Making informed judgements of the scientific merit of proposals; and
- Making informed recommendations to the researcher if the proposal is found to be wanting in some respect.

External Advisory Board (EAB)

EAB will be established to analyse and assess the progress and plans of TRUSTY and to offer independent impartial advice on potential areas for improvement and new avenues to explore. The list is presented in Table 4. The External Advisory Board shall meet in connection to the General Assembly meetings, or independently as suits the board best.

Table 4. Summary of TRUSTY project EAB members.

Role	Name	Beneficiary Short Name
Chair	Magnus Lindegren	SAAB
Secretary	WASSILIEFF Sonia	Thales
Member	Fabrice Drogoul	ECTL
Member	Gianluca Del Pinto	ANACNA
…		

Scientific, Technical Committee (STC)

The Scientific issues and technical follow-up of the project will be the role of the STC. This committee will take strategic decisions on these matters. This board is chaired by **ENAC** and will be formed by the WP 3, 4, 5, and 6 leaders. The list of scientific committee members is presented in Table 5. The STC's main responsibilities, without affecting any of the contractual obligations of the project coordinator, will include:

- Cooperation within the General Assembly.
- Scientific surveillance: monitoring the technical state of the art and update the partners when necessary.
- The verification of the achievement of Scientific objectives, and the control of any deviations, and consequently, in application of contingency measures and/or corrective actions relevant from the technological point of view.
- Track deliverables and provide reminders of project critical points; Collect relevant technical data from the partners for its evaluation by the Management Board.
- Monitoring deliverables' submission, periodic reports and financial statements related with TRUSTY Technical aspects.

- Administrative support of the project coordinator in case of any changes within the consortium: preparation of amendment documents, coordination of document flow.
- Organization of the scientific meetings, agenda preparation and minutes recording and their distribution among technical partners in WP 3-6.
- Organization of the teleconference meetings regarding Scientific Aspects.

Table 5. List of scientific committee members.

Role	Name	Beneficiary Short Name
Scientific Committee Manager	Christophe Hurter	ENAC
Members	Shahina Begum	MDU
Members	Pietro Arico', Fabio Babiloni, Gianluca Borghini, Giulia Cartocci	UNIROMA1
Members	Elizabeth Humm, Stefano Bonelli	Deep Blue

Exploitation Board (EB)

The Exploitation Board will be in charge of knowledge and intellectual property management. This board will be formed by leaders of WP7. The Board is coordinated by the Exploitation Manager Ludovica Mauriello and Elizabeth Humm at DEEP BLUE**,** with help of Shaibal Barua at MDU. The EB will be in charge of developing a comprehensive Exploitation and Dissemination strategy, where the project outcomes and their potential application will be properly communicated to the public and as a target to the commercial players interested.

The activities performed by the exploitation coordinator will be supported by the members of the General Assembly. The exploitation coordinator will consult the dissemination and exploitation plan with the General Assembly members, especially if new trends and demands of the market occur and modification of the exploitation strategies is necessary. In particular, the exploitation coordinator will concentrate on effective cooperation and networking with the parties interested in the use and further development of the TRUSTY products, with the parallel control of the intellectual property rights. IPR and exploitation issues shall be discussed on the coordination meetings whenever the EB and the Exploitation Manager deem necessary.

The main functions of the Exploitation board are:

- Development of the Exploitation Plan for the project results.
- Assist the Scientific Committee on market-orienting the project Innovation activities.

- Consider market and stakeholder needs, EU regulation and requirements, when drawing the exploitation strategy.
- Communicate with relevant market stakeholders and, if required, reassess and modify the exploitation plan accordingly.
- Ensuring that communication channels are established and maintained with other detected as relevant EU projects.
- Managing IPR issues arising from the project.
- Ensuring that dissemination activities are adequately recorded and reported.

WP Leaders and WP Members:

The WP Leaders (WPL) are responsible for the management of the WPs, which includes coordination of efforts, resource exploitation, and communication of the single WPs with each other and with the PC. They coordinate and report to the project coordinator on the progress of detailed work in the WP and are responsible for the timely delivery of all the results from their work packages, as defined in the project work plan. Moreover, WPLs will schedule the Work Package Meetings (WPMs) according to the WPs' necessities. During the WPMs, all WP Members will come together and have the chance to discuss technical issues, the technical progress of the work being done in the WP, and to deal with any problems that may have arisen. The list of WPs, WP leaders, and members is presented in Table 6

Table 6. List of Work Packages and corresponding WP Leaders (WPL)

Work Package Nr.	WP Name	Leader	Members
WP1	PROJECT MANAGEMENT	Mobyen Uddin Ahmed, Shahina Begum (MDU)	All partners
WP2	ETHICS, DATA AND SECURITY MANAGEMENT	Pietro Arico', Giulia Cartocci (UNIROMA1)	All partners
WP3	DEFINITION, SPECIFICATIONS and SotA in XAI and RDTs	Christophe Hurter (ENAC)	All partners
WP4	Trusted Intelligent System Development	Shaibal Barua, Mobyen Uddin Ahmed (MDU)	All partners
WP5	AI-Powered Human–Machine Collaboration/ Teaming	Christophe Hurter (ENAC)	All partners
WP6	TEST, VALIDATION AND GUIDELINES	Elizabeth Humm (Deep Blue)	All partners
WP7	Dissemination, Communication and Exploitation	Elizabeth Humm, Ludovica Mauriello (Deep Blue)	All partners

The **Task Leader (TL)** is responsible for the timely implementation of the activities in the task, the reporting to the WP Leader and takes in agreement with the concerned WP Leader, decisions at the task level.

The **Deliverable Leader (DL)** is responsible for the timely and final write-up of the deliverables, coordinates the work on the deliverable to comply with the official deadlines for the submission of the deliverable for the Quality Assurance process and to the European Commission, and reports to the Task Leader, the WP Leader, and the Project Coordinator.

The WP Members provide domain expertise and field experience to the WPs. They are responsible for performing technical work as detailed in the Work Plan. Furthermore, these members give direct support to the WP Leader mainly in technical work development, consortium attendance, WP dedicated technical meetings, and generation of the Progress Reports.

3.2 Organisation and roles

The tables below elaborate on section 3.2 of Annex 1 Part B of the Grant Agreement (101114838) and provide the names of the people allocated to the various teams / roles in the project.

3.2.1 Project management team

The Project Management Board includes the Project Coordinator and WP leaders of WP1, WP2, and WP7. The list of project management board members is presented in Table 7. The role of the PMB is to make decisions concerning any important top-level management issues arising. The main issues to be covered by this function are the following:

• Definition of a strategy for the completion of project objectives.

• Overall coordination of the macro issues affecting the execution of the project, including management of financial, technical, planning, control, and exploitation matters.

• Specific progress control of resources and utilisation with respect to the work plan.

• Preparation and authorisation of any subsequent contractual agreements.

• Definition of appropriate corrective actions to be taken in the case of progress problems or conflicts.

Table 7. List of Project management team members

Role[4]	Description	Name	Beneficiary
Project manager	Overalall manages the project	Mobyen Uddin Ahmed	MDU

[4] Definitions of typical roles are provided in the Project Handbook

Project coordinator[5]	Responsibility of the Project Coordinator (PC) is to ensure the timely and effective overall progress of the project	Mobyen Uddin Ahmed, Shahina Begum	MDU
Risk manager	Lead and conduct the risk management strategy	Christophe Hurter, Pietro Arico', Fabio Babiloni	ENAC, UNIROMA1
CDE lead	Lead the Exploitation Board (EB), and CDE plan and activities.	Elizabeth Humm, Ludovica Mauriello	Deep Blue
Quality lead	Ensure the quality of the project related ducoments e.g., deliveribles, reports, etc.	Christophe Hurter, Shahina Begum	ENAC, MDU
Configuration lead	Responsible for overseeing the configuration management process of Trusty project	Mobyen Uddin Ahmed, Pietro Arico'	MDU, UNIROMA1
Validation practitioner	Lead the test and validation activities.	Elizabeth Humm, Giulia Cartocci, Gianluca Borghini	Deep Blue, UNIROMA1
Ethics practitioner	Lead the Ethical and Data Management Group (EDMG), and perform the research activity	Giulia Cartocci, Elizabeth Humm	UNIROMA1, Deep Blue

3.2.2 Project management board

The members of the TRUSTY management board with their corresponding role are presented in Table 8.

Table 8: Project management board roles

Role	Description	Name	Beneficiary
Chair	Coordinate the project management board	Mobyen Uddin Ahmed	MDU

[5] As defined in the Grant Agreement.

Secretary	Support and assist to chair on managerial issues	Shahina Begum	MDU
Member	Assist to chair on managerial issues	Shaibal Barua at WP4	MDU
Member	Assist to chair on managerial issues	Giulia Cartocci at WP2	UNIROMA1
Member	Assist to chair on managerial issues	Christophe Hurter at WP3, WP5	ENAC
Member	Assist to chair on managerial issues	Elizabeth Humm at WP6, WP7	Deep Blue

3.2.3 Stakeholders

Several potential stakeholders are consider through TRUSTY are summarized in Table 9.

Table 9: Stakeholder matrix

Stakeholder	Description	Interest(s)	Engagement[6]
Industry Audience	The industry users are mainly composed of end-users, therefore ANSPs and airlines	Accelerate the project findings' transfer to industry. The key stakeholder for attaining the project's impact are industry users. Increase awareness, tangible interest expressions, achieve stakeholders' acceptance, collect feedback, and learn about solutions' performance expectations	Workshops, conferences, internal events
Communities	The main important stakeholders in the community for TRUSTY are ATCs	Raise awareness about TRUSTY results and aims, receive concrete expressions of interest, achieve ATCs and Pilots' acceptance, collect feedback and	Publication of articles, post and informative videos

[6] RACI matrix: Responsible, accountable, consulted, informed roles.

		information on environment conditions and solution expectation	
Scientific community and Academia	The main scientific communities and academia audience for ENHANCE refers to Research Institutes/Centres and Universities	Increase public awareness of project findings to advance the academic community's understanding. networking, encouraging cutting-edge contributions, and coming up with fresh concepts. These institutes can help industry get ready for the use of edge services in the future by notifying research institutes and students (the future workforce) about new project findings.	Workshops, conferences, internal events
Policy Makers	The main standardisation committees, Policy and Decision Makers for TRUSTY are EUROCONTROL, EUROCAE	Identify at an early stage if amendments to existing standards are required and prepare working groups by providing them with the appropriate information	Scientific papers, conferences, dedicated events (e.g., workshops, ad-hoc meetings etc)

3.3 Internal project communication

3.3.1 Collaboration and Communication Management

Cooperative Working Environment

In the TRUSTY project, we will use ***Microsoft Teams***. A picture with several channels and posts are others is presented in Figure 3. Also, all the members participating in TRUSTY are get access to the teams is presented in Figure 4.

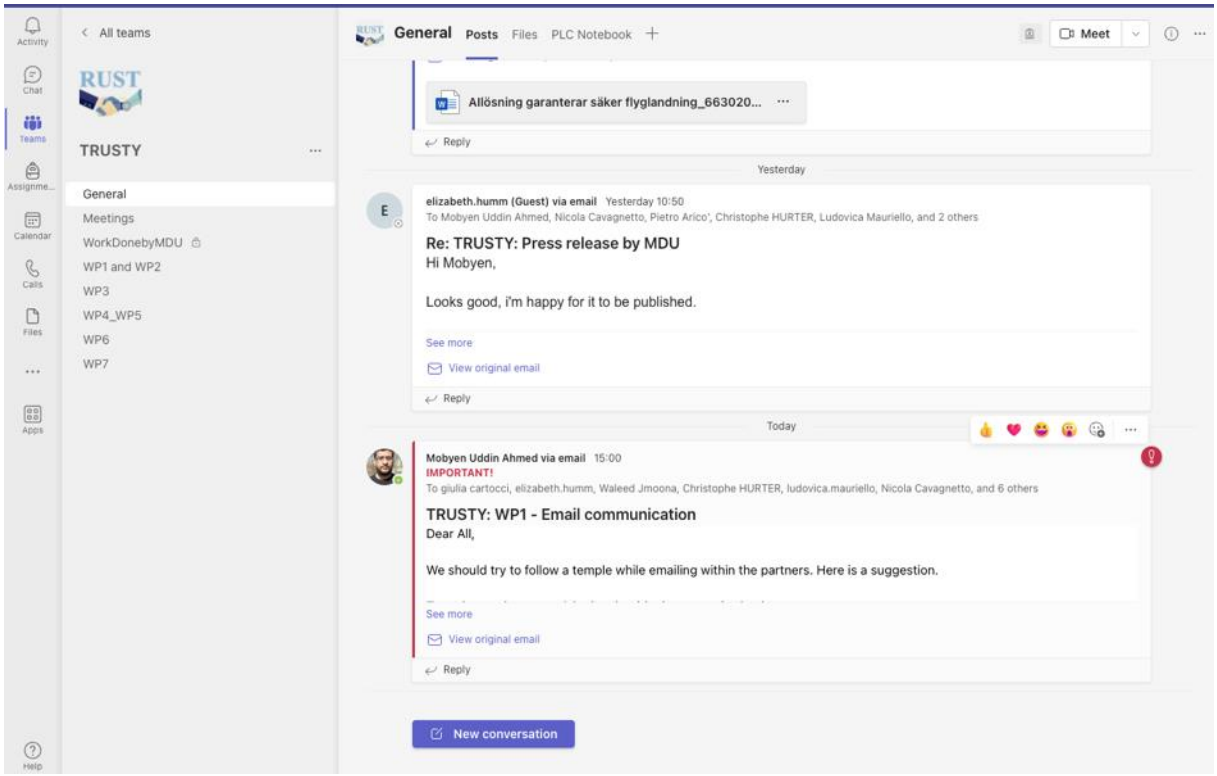

Figure 3. Microsoft Teams shows general post, channels, files, etc

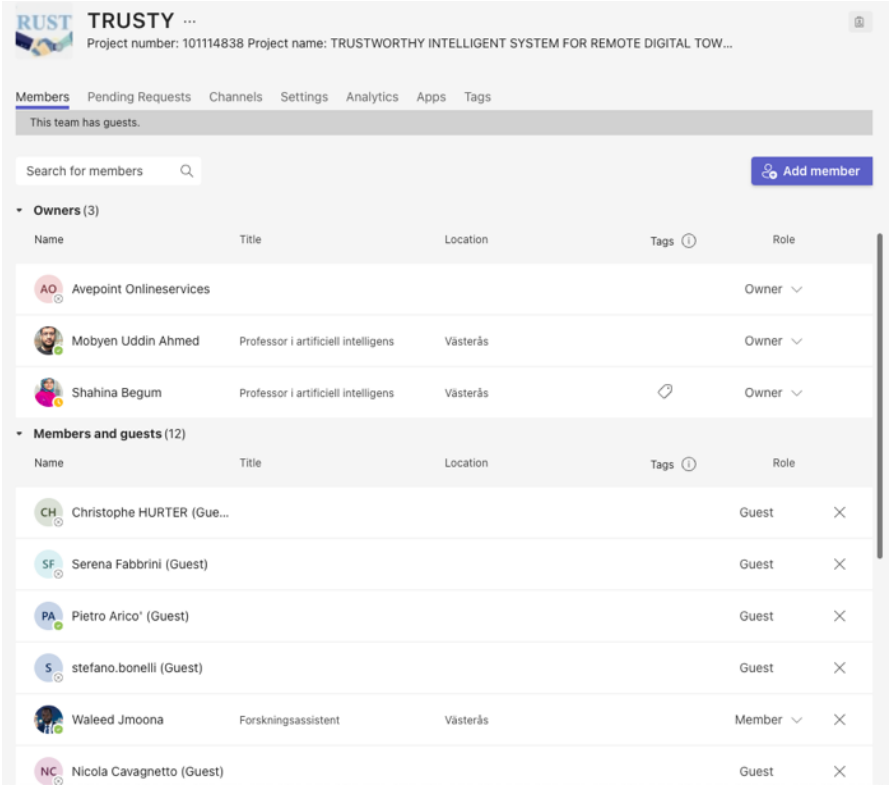

Figure 4. Example of Microsoft Teams space with members.

Microsoft Teams contains functionalities for sharing files, collaborative authoring of Office documents, discussion boards, task lists, calendars, wikis, workflows, calendars etc.

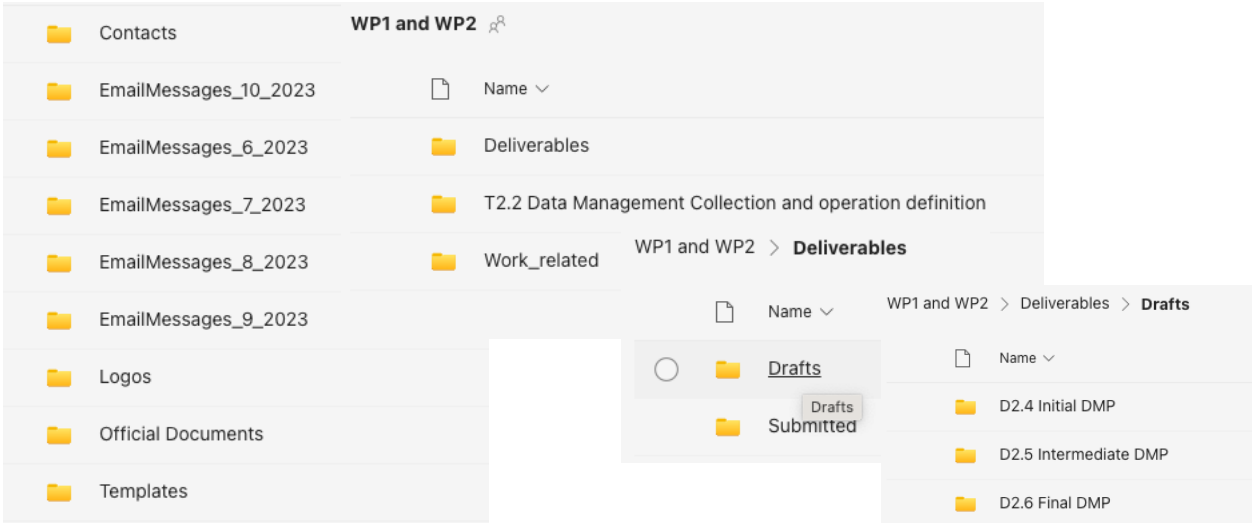

Figure 5. Example of folder structure related to Deliverables.

Using **Microsoft Teams** enables secure storage for project assets during the entire project, an example is presented in Figure 5.

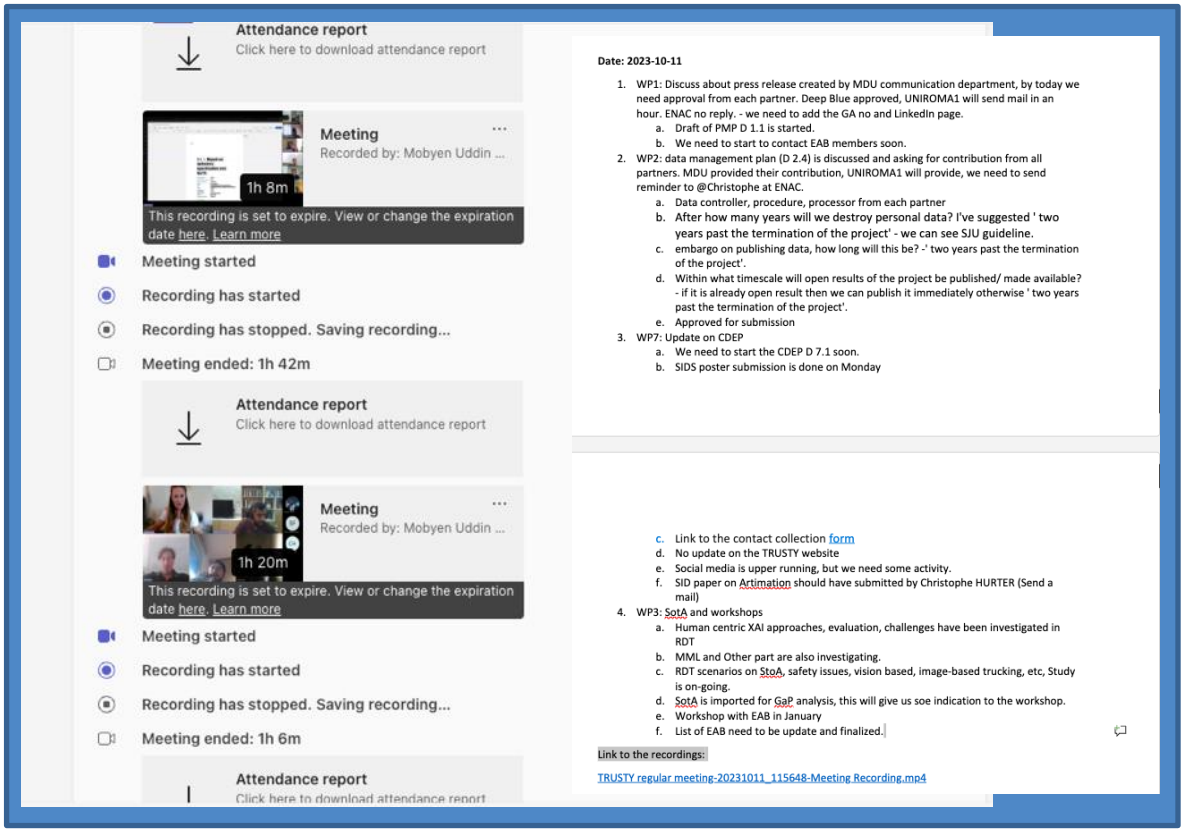

Figure 6. Example of meeting history both recorded videos and texts with date and subject.

A default repository structure has been already created for TRUSTY, based mainly on the WP structure of the project as defined by the DoA. WP folders follow a common structure:

• *Deliverables:* folder containing the working as 'Draft' and final versions as 'Submitted' of the deliverables of the WP;

• *Meetings and conference calls:* folder storing material of the events related to the WP;

• *Working Place:* folder storing other sub-folders containing working documents in the WP.

• CA: Singed Consortium Agreement.

• GA: Grant Agreement; Gantt; Execution Guidelines.

• Templates: both provided by the SJU and the internal ones.

• Workshops: both considering organized by TRUSTY and participation by TRUSTY members

• Periodic reports.

WP8 – Communication, Dissemination folder will further contain all the publications, presentations, press releases and other documentation related to dissemination events and activities.

By reducing dependency on email for communication, active use of **Microsoft Teams** will ensure that project history is accessible to any future project members, whenever they may be introduced to the project. For example, all the meetings are recorded and stored in teams for further uses as presented in Figure 6.

Specific sites were created to share documents with the SJU (i.e. STELLAR) and the different boards.

SESAR Tool Enabling coLLaborative Atm Research (STELLAR)

To ensure SESAR 2020 program consolidation, the SJU has adopted STELLAR as a collaborative platform, an example of meetings and milestones through STELLAR is presented in Figure 7, complementary to the H2020 Portal, for supporting specific SJU processes such as:

- Project planning information and follow up
- Deliverable assessment
- Risks and Issues follow up
- Communication and Dissemination Events follow up
- Intermediate Review and Maturity Gate
- Submission of SESAR Annual Report

Furthermore, STELLAR provides access to a common library of information on:

- Templates (e.g. SESAR templates)
- Guidance material (e.g. Maturity Gate guidance)
- Support (e.g. Helpdesk)

Project data information will be kept up to date through the Change Management Process.

As agreed, MDU will be responsible for updating all the needed documents on STELLAR while the partners will continue to use Microsoft Teams as the cooperative working environment.

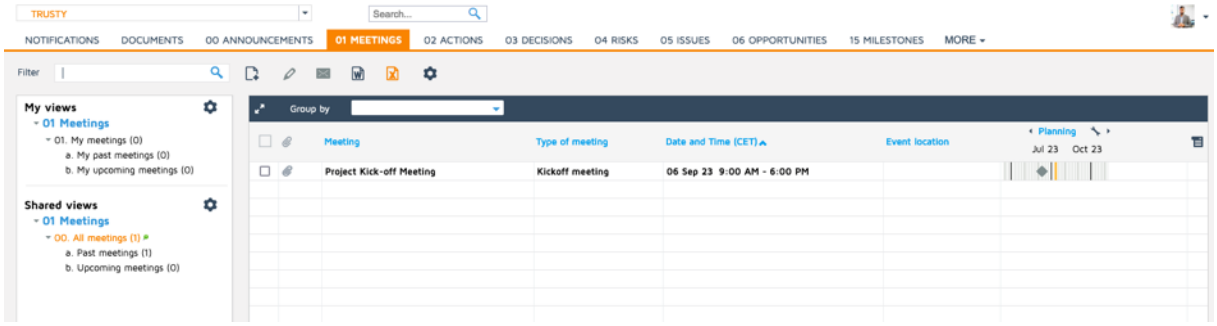

Figure 7. Example in STELLAR shows meetings.

H2020 Participant Portal

It is the official EC Portal [6] i.e., SyGMa system for the submission of deliverables, technical and financial reporting, ethical requirements, and amendments [9]. Continuous reporting of the portal, update of Risk and Issues on the portal, and formal communication with SJU will be done according to H2020 general guideline. The Auditors will audit based on the information available at the portal. An example of continuous reporting through SyGMa system is presented in Figure 8. SyGMa system will be used specifically for:

- Submission of project deliverables;
- Periodic Technical & Financial Reporting;
- Final Periodic Technical & Financial Reporting;
- Risk & Issues Management;
- Requests for Amendments;
- Implementation of Ethics Requirements;
- Submission of Final Project Results Report.

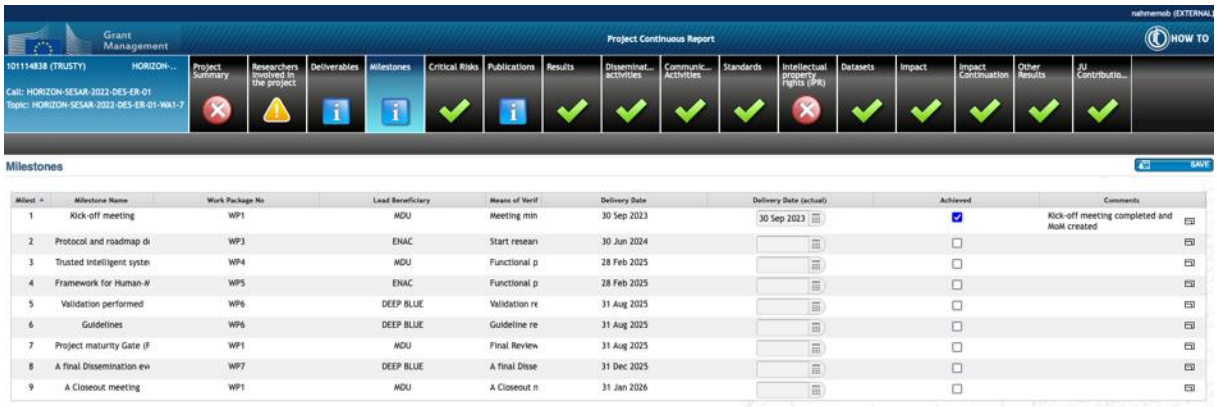

Figure 8. Example of SyGMa system

Communication tools

The coordinator will set up a communication system to facilitate the cooperation.

Electronic Mail (e-mail) will be the principal means of interpersonal communication. It is informal, rapid, but best suited for non-critical information. However, within the consortium a pre-define email temple is going to use to reduce spamming, the example is given Figure 9.

To: only use the person(s) who should take any action/reply
CC: if someone should be informed, we can use General - TRUSTY 819f31da.studentmdh.onmicrosoft.com@emea.teams.ms to keep a record.

Subject: always start with 'TRUSTY' as project name, then use work package e.g., 'WP1', then main subject. Other

Body text:
1, we can use names if we ask for a reply or any action.
2. 'Dear All' if it is an information to inform all.
3. Write a long subject if it is related to deliverables with no and title, or task with no and name, or general

Signature:
A short name and organization name is enough.

*Try to avoid multiple issues in one mail.
*Reply or forward mails with same subjects if they are related.

Figure 9. Example temple for email communication.

The project mailing list has been created for technical issues and day-by-day project organisation and activities. The list is available at the Microsoft Teams as presented in Figure 10, where each tab is created for WPs, Scientific committee, Ethics committee, etc. The list also has the sub-list of the committees, their members, and contact details of the members.

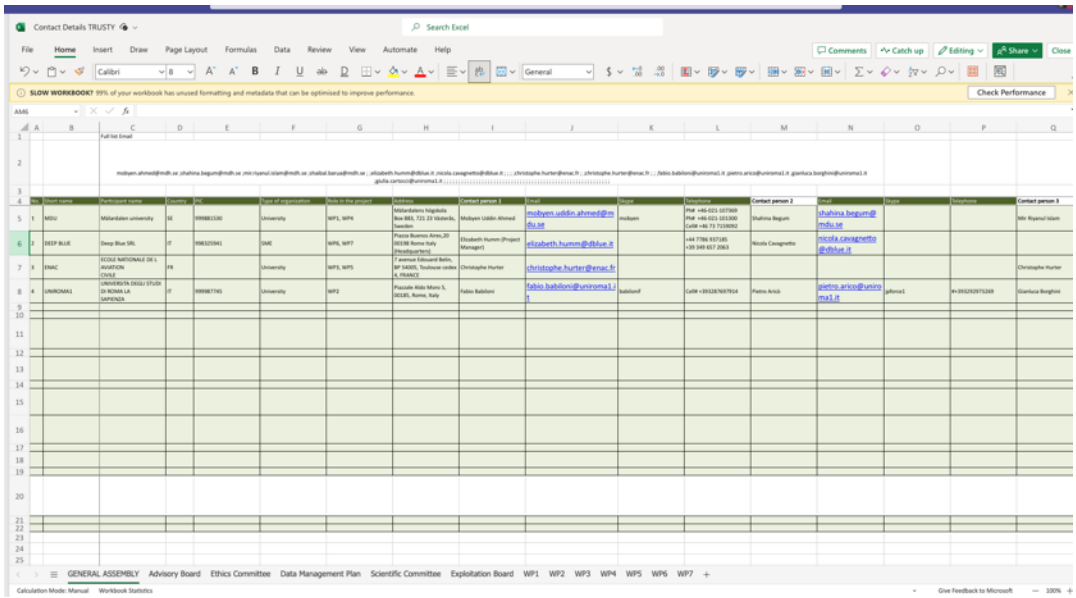

Figure 10. Contact information of all partners

For a suitable use of e-mail, rules to be followed by TRUSTY members include the following:

• Use the official mailing list created for the TRUSTY project;

• It is recommended that each project participant looks at this e-mail at least once a day to see if there is any mail awaiting attention;

• If you do not use the mailing list, address information ONLY to involved parties in communication: do not systematically put everyone in copy.

• Use explicit Subject title:

- An identifier appended in front of the subject line, like [TRUSTY -];
- A clear indication of the content (for instance, “Meeting minutes 2023-10-11“).

• Mailing list has a limit on the size of messages, so attachments should be avoided, in favour of document storage on the Microsoft Teams repository. The Microsoft Teams link to a particular file can be shown in the e-mail message instead of attaching a document. If you must attach a file, please use ZIP files to compress information.

Each TRUSTY member will oversee asking for the registration to the concerned mailing list.

Another means of communication can be teleconferencing, a powerful tool for organising short meetings. They can be organised with short notice; participants only need a plain telephone or an internet connection set to participate and do not need to spend time travelling.

There isn’t a call bridge dedicated to the TRUSTY project. All partners can use their own call systems, such as Adobe Connect, Teams, Zoom, GoToMeeting, WebEx, or Skype.

Organisation of the meetings

In the paragraphs below are described the best practices for the organisation of the TRUSTY meetings.

Types of meetings

There are three types of meeting:

i. face-to-face meeting,

ii. video conference meeting,

iii. conference call.

The consortium has planned to physically meet for face-to-face meetings at least one times a year, where progress periodic meetings and PSC meetings will be co-located over a period of 1 to 1.5 days, at the premises of the project partners (chosen randomly giving equal opportunity to each partner to host meetings). MDU will be responsible of co-organising the project meetings together with the host partner. Meetings will be chaired by MDU and will take place as shown in Table 10.

Table 10. List of foreseen face-to-face meetings

Description	Responcible partner	Month	Date
Kick off meeting	MDU	M1	Sep, 2023
1st consortium meeting	UNISAP	M10	May/June, 2024
2nd consortium meeting	ENAC	M20-21	May/June, 2025
Final meeting	MDU	M29	Jan/Feb, 2026

The consortium's partners are in many different European countries, so for the face-to-face meeting it is important to consider:

- If another face-to-face meeting is scheduled at the same time, verify if it's possible to join the different meetings in only one meeting in order to optimize the cost;
- Evaluate the time and, if it's possible, avoid critical timing (e.g., holidays, international events, etc.);
- Evaluate how easy it is to reach the place and city choice;
- Consider the precedent location of the face-to-face meeting giving equal opportunity to each partner to host meetings.
- Check the travel restrictions of the host and the guest countries for COVID-19 Restrictions.

Conference call meetings are foreseen to facilitate partners' collaboration and facilitate the organisation of non-scheduled meetings. These meetings enjoy the same rules of the standard meetings and will be used for regular bi-weekly progress meetings, WP meetings, and whenever it is necessary.

There isn't a call bridge dedicated to the TRUSTY project. All partners could use their own call systems (Skype, Adobe Connect, Teams, Zoom, WebEx or phone facility).

Responsibilities of partners

The hosting partner should give information related to arrival and departure times and, where appropriate, requirements for hotels. The hosting partner is responsible for the coffee breaks, lunches, and dinners organisation considering special meals, if needed, for people who ask for (gluten-free, vegetarian, etc.).

A call bridge should be created to facilitate the participation of people who cannot join (TRUSTY members or SJU representatives).

Agendas and minutes will be prepared and shared by the chairperson of the meeting and shall be made available to all consortium members on the Microsoft Teams repository.

Each Partner:

- Should be present or represented at any meeting;
- May appoint a substitute or a proxy to attend and vote at any meeting; and
- Shall participate in a cooperative manner in the meetings.

Each participant to a meeting should contribute to the meeting preparation by providing in advance to the meeting:

- Contributions to the agenda;
- Preparation of presentations;
- Working documents: normally the main subjects discussed during a meeting will be documented by discussion papers or presentations. As far as possible, these means should be distributed in advance and not during the meeting itself, since otherwise, the participants will be unable to prepare for the meeting;
- Feedback on the minutes in case of disagreement;
- Execution of actions and respect of decisions.

The Coordinator will have the special responsibility of contributing to the definition of meeting objectives, the preparation of decisions, the agenda, and the minutes.

The Coordinator for plenary, PMB and PSC meetings or the WP leader for the WP meetings will be the chairperson, unless decided otherwise.

Agenda of the meetings

Each meeting must have an agenda.

The draft agenda should be distributed in advance (14 days for plenary, PMB, PSC and WP meetings, 7 days for extraordinary meetings), to inform the participants about the topics to be discussed and to allow them to suggest changes to the agenda which must then be re-circulated.

Comments and integration can be done before sharing the final agenda (it's suggested 7 days before the ordinary plenary, PSC and PMB meetings; 2 days before WP meetings).

The agenda lists the subjects which are planned to be discussed. It is an instrument to assist the facilitator in monitoring the meeting. Secretarial work is also minimised by a well-structured agenda.

Each agenda contains some standard subjects with the following structure:

- type of meeting
- list of participants
- <place>
- <date>

- <time> Opening and welcome.
- <time> Objectives of the meeting and agreement about the agenda.
- <time> Remarks on previous minutes (only if applicable).
- <time> Action points (only if applicable).
- <time> Meeting specific subjects.
- Explanation of subject (issues to decide upon, actions to decide, etc.)
- … …
- <time> Sum up and closing:
  - Date and place of next meeting(s) (only if applicable)
  - Define list of open issues.
  - Summarise decisions and actions list.

<place> is the location of the meeting, <date> is the day for which the agenda is valid; multiple-day meetings have an agenda for each day. <time> defines the planned time to start discussion on a topic.

If breaks, lunch, and dinner are planned, these events should be included in the agenda.

During a meeting, this agenda can be modified by adding items if it's necessary.

The template for the agenda is available in the Folder Templates on the TRUSTY Microsoft Teams repository.

Minutes

Particular attention must be given to the follow-ups of the meeting: send the minutes quickly, check commitment on decisions and actions with absent Partners, check that decisions are respected, and actions executed.

The coordinator for general meetings or the WP leader in charge of the agenda is in charge of the minutes. He can appoint a person to produce a written minute which shall be the formal record of what is discussed during the meeting. This minute shall be sent to all project members (it's suggested not over 10 calendar days of the meeting). The minutes shall be considered as accepted if no one has sent an objection (It's suggested 7 calendar days over).

When members from SJU participate in a meeting, the SJU members will be asked for acceptance of the minutes. In case there is no reply, a reminder will be sent to them. There will be a 2-weeks duration in which they may comment on the matter.

The minutes will therefore constitute a sort of "pocket handbook" with all the data that each of the participants will always have to keep an eye on.

The minutes will reflect major issues that have been discussed. All minutes of periodic meetings will have the same structure. Minutes should contain the following information:

- meeting date;
- location;
- author;
- participants;
- objective of the meeting (brief);
- actual agenda;
- list of documents distributed during the meeting with reference to the author (if applicable);
- and for each point addressed as part of the agenda:
    - summary of discussion (if relevant);
    - decision;
    - open issues;
    - action;
    - supporting information (if relevant).
- summary of the action list;
- place and date of the next meeting (if applicable).

The template for the Minutes is available in the Folder Templates on the TRUSTY Microsoft Team repository.

4 Quality management plan

4.1 Management processes for ensuring adherence to Horizon Europe rules and SESAR 3 JU project handbook

4.1.1 Legal, financial, and administrative management

The coordinator manages the legal, financial, and administrative aspects of the project following the contractual rules.

The Consortium Agreement (CA), prepared together with the signature of the GA, provides measures on the arrangement of IPR, exploitation rights, confidentiality, decision and change-procedures, cooperation after the end of the project, and negotiations with third parties [1, 2].

Decision procedures

The general principle will be to try to achieve decisions by informal means and consensus, using formal procedures such as voting only when essential. All decisions that can have an impact on project progress (whether formally reached or not) will be documented, for visibility within the Consortium.

The TRUSTY Consortium recognises that the resolution of problems and conflicts must be handled systematically. Establishing a good working relationship and fruitful collaborations among project team members will be a pre-requisite for the quick resolution of problems and issues.

Conflicts will have to be resolved at the lowest possible level; those that cannot be solved will be taken through a “principled negotiation” process that is focused on optimising outcomes and maximising the benefits of all parties involved. Additionally, specific decisions and corresponding voting procedures are defined in the Consortium Agreement. The most important principles are outlined below. However, it will be the general effort of all partners and all levels of decisions to achieve solutions representing unity and an overall agreement.

Table 11. Voting procedures

Level	Decision mechanism	Escalate if
Work package level	Verbal consensus only; vote if necessary, with simple majority (50%+1).	No consensus reached. Conflict: Project Coordinator’s vote is decisive. Intervention by the SJU, or legal action, is the only escalation possible; decision on this up to individual partners.
Steering level	Verbal consensus; vote if necessary, with simple majority (50%+1).	No consensus reached. Conflict: Project Coordinator’s vote is decisive. Intervention by SJU, or legal action, is the only escalation possible; decision on this up to individual partners.

Contractual Changes

Contractual changes that impact the original scope and planning defined in the proposal will be duly justified and requested through the submission of an Amendment to the SJU for approval in accordance with the contractual provisions [1].

The changes to the PMP related project information which are not mentioned in the grant will be managed through an agreement with the SJU according to the SJU guidelines [3].

Financial provisions

During the entire project life, the Project Coordinator will provide the overall accounting management, including the allocation of budget and the transfer of funds in accordance with the SJU deadlines and rules. He will ensure that certificating institutions will be contacted in reasonable time to carry out the required financial audits and will also verify if minor rescheduling is needed to keep the overall project work on schedule or, where this is not possible will involve the appropriate decision-making bodies.

Payments to Parties are the exclusive tasks of the coordinator. In particular, the coordinator shall:

- Notify the Party concerned promptly of the date and composition of the amount transferred to its bank account, giving the relevant references.
- Perform diligently its tasks in the proper administration of any funds and in maintaining financial accounts.

Each partner will use the procedures that already exist within their organisation and that are normally used for the H2020 projects in which they are involved.

As projects may be subject to audits by SJU or EC, all costs will be auditable: all partners, in accordance with their own usual accounting and management principles and practices, will be able to provide records of effort spent together with all receipts for travels and other expenses.

4.2 Quality process

All project participants are involved in the quality assurance procedures. Each individual member of the project is directly responsible for:

The quality of the work performed for the tasks under his/her responsibility.

- The identification and implementation of preventive and corrective actions (if needed);
- The identification of necessary improvements to the achieved results to meet the project's expected results.

It is expected that constant quality checks will be applied during the production process of the deliverable and the final check will mainly involve a formal quality control.

The quality assurance process will involve the following processes:

1. **Appointment of Deliverable Leader (DL):** This PMP document contains the first allocation of DL and each Work Package Leader (WPL), at the start of the work package, confirms or if needed changes him/her. The DL is responsible for the generation of the deliverable and will define its structure using the provided template and will collect information from contributing partners.

2. **Define quality control measure:** The DL defines specific quality control measures and relative metrics for the internal review to check the quality of the Deliverable under his/her responsibility. The quality check will be done by means of the document review process.

3. **Document Review process:**

- **Internal review:**

  Step 1 DL Release: 15 working days before the Due Date, the DL (who have completed the collection of contributions) provides the document that is already considered of acceptable quality (regarding contents and format). He/she must ensure that there will not be any inconsistencies across deliverables and the same terminologies are used across deliverables.

  The document is provided on the private cloud storage space SEAFILE and the WPL and the other partners are informed.

  Step 2 Reviewed Release: The document will be reviewed by all the Consortium Members.

  All the Reviewers check if the document meets expectations in terms of:

  i. the purpose of the document is achieved;

  ii. all the foreseen contents are completed and well described;

  iii. the contents of the document are consistent.

  Reviewers will check out the deliverable, review the document, enter the date on the second page behind their name to confirm that they have reviewed the document, and finally check in the document again. They will inform the DL about the review. The review should be completed 5 working days before the Due Date.

  Step 3, Update DL release: After the document is reviewed, the DL will integrate the comments. He can assign tasks to the co-authors of the deliverable. The updated document will be shared on SEAFILE. When the comments are integrated, the DL informs the project coordinator about the status. This should happen 3 working days before the Due Date.

  4. Document Submission: When the Document Review process is completed, the PC will formally hands over the final deliverables to the SJU by uploading them on the dedicated STELLAR project page, for a quality assessment in view of their approval.

He informs all the Consortium Members about this.

The SJU assesses and evaluates the submitted deliverable and may:

- Accept it in writing, in whole or in part, or make acceptance of the deliverable subject to certain conditions;
- Request in writing certain clarifications or additional information, as appropriate.
- Reject it by giving the appropriate justification in writing.

If the SJU assessment requests clarifications, the project coordinator will forward the request to the DL. He/She will provide an answer to the request, if needed involves PC, and provide this to the project coordinator. He/she will check it and either ask the DL for further clarification or provide the clarification to the SJU. He/she will inform the Consortium Members about this.

If the SJU rejects the deliverable, the Project Coordinator will forward the justification provided by the SJU to the DL. The DL will be responsible to improve the deliverable accordingly and manage the collection of the new contributions. When the new DL version is ready, a new internal process starts. The PC will put the deliverable on the agenda for the next Consortium Members Meeting. The Consortium Members will discuss the deliverable and decide if further actions deviating from the process described here are necessary.

Dissemination Level of deliverables

All the deliverables are labelled as “Public” except for D2.4 Initial Data Management Plan (DMP), D2.5 Intermediate Data Management Plan (DMP), D4.2 Report on robustness and resilience MML with open-source models and data base (full version), D4.4 Report on the methodology of transparent ML models (full version), D5.2 Report on the methodology of Human factors, countermeasures for HMI and UX for human and ML model Interaction, D5.4 Report on the methodology of human–machine teaming with human and Multimodal HMI and GUI with interactive data visualization, D7.1 Initial Communication, Dissemination and Exploitation Plan (CDEP), and D7.2 Intermediate Communication, Dissemination and Exploitation Plan (CDEP) and report are labelled as ‘SEN - Sensitive’. Public deliverables will not contain sensitive information; for example, we will refer to the participants with pseudonyms and decontextualize their input to prevent their identification by the reader. If the necessity to include confidential information arises, this will be evaluated on an ad hoc basis and this information will be put in confidential annexes.

4.2.1 Quality for validation activities

Progress Reporting

The action is divided into the following Reporting Periods [1]:

- RP1: from month 1 to month 12, 12 months duration.
- RP2: from month 13 to month 30, 18 months duration.

The coordinator must submit a periodic report within 60 days following the end of each reporting period.

Each WP leader should submit a WP Report to the Project Coordinator, who assembles the parts and elaborates the Progress Report.

The coordinator must submit to the SJU the technical and financial reports, including when needed the requests for payment, and must be drawn using the forms and templates provided by the SJU.

Annual Progress Report/Intermediate Technical Report

In addition to the H2020 Periodic Reports, the project will also submit three intermediate Technical Reports through STELLAR online system, so, the report will be generated by STELLAR online system based on the input given and these will not include any Financial Reporting:

- At T0+06,
- At T0+18
- At T0+24

Periodic Technical & Financial Reporting

A Periodic Technical and Financial Progress Report shall be submitted via the H2020 Participant Portal within 60 working days following the end of the Reporting Period.

The content of the Technical and Financial Progress Reports is detailed in the H2020 User Manual. An extract is provided below; however, the latest version of the H2020 User Manual remains the reference.

Periodic Technical Report

A Technical Progress Report shall provide a qualitative summary of the work performed according to H2020 guidelines. It consists of Part A and Part B:

Part A : Part A contains-

1. The cover page
2. A publishable summary, including:
    - An executive statement on the progress made and key issues;
    - Achievements made in the last reporting period, i.e. milestones, meetings, and tasks key data;
    - Main targets and events over the next reporting period.
3. Tables covering issues related to the project implementation (e.g., Work Packages, Deliverables, Milestones, etc.) which includes:
    - Deliverables (indicating the % completion of deliverables);
    - Milestones;
    - Ethical Issues (if applicable);
    - Critical implementation risks and mitigation measures;
    - Dissemination & exploitation of results;
    - Impact on SMEs (if applicable);
    - Open Research Data (if applicable);

- Gender.

4. The answers to the '**questionnaire**', covering issues related to the action implementation and the economic and societal impact, notably in the context of the JU and the Horizon 2020 key performance indicators and JU and the Horizon 2020 monitoring requirements.

Part A is generated via the Participant Portal based on the information entered by the participants through the periodic report and continuous reporting modules. The participants can update the information in the continuous reporting module at any time during the life of the project.

Part B: Part B of the periodic technical report provides the narrative part that includes explanations of the work carried out by the beneficiaries during the reporting period. It will include:

1. Explanations of the work carried out by all beneficiaries and linked third parties during the reporting period;
2. An overview of the progress towards the project objectives, justifying the differences between work expected under Annex I and work actually performed, if any;
3. An update of exploitation & dissemination plan (if applicable);
4. An update of data management plan (if applicable);
5. A follow-up of recommendations & comments from previous review(s) (if applicable);
6. Any deviations from Annex 1 (DoA) (if applicable).

Part B needs to be uploaded as a PDF document. It must be consistent with the template of Part B Periodic Technical report.

Final Periodic Technical/Financial Report

The Final Report covers the whole project and is composed of a Final Technical and a Final Financial part. It is delivered within 60 days from the completion of the Action. It is to be done by T0+32.

In case not all deliverables have been submitted in time before the completion of the Action, the Project may ask for an extension, as an exception, using the Amendment procedure.

Final Periodic Technical Report

The Final Periodic Technical Report is a publishable summary of the entire project which provides:

1. An overview of the project scope and objectives;

2. The achieved results and main conclusions, including a self-assessment of the TRL (Technology Readiness Level) achieved at the end of the project based on the criteria defined by SJU supporting the claimed project readiness to transfer its results to the next R&I phase;

3. The performed communication and dissemination actions;
4. The Exploitation and follow-up activities proposed for the next stage of the R&I lifecycle;
5. The socio-economic impact of the project;
6. An up-to-date link to the project website;
7. Project logos, diagrams, photographs, and videos illustrating its work (if available).

The final summary must be written in a style understandable for a non-specialist audience. The coordinator must ensure that none of the material submitted for publication includes confidential or 'EU classified' information.

Final Periodic Financial Report

The Final Periodic Financial Report includes the final summary financial statement that is automatically created by the system (consolidating the data from all individual financial statements for all beneficiaries and linked third parties, for all reporting periods) and that constitutes the request for payment of the balance.

4.2.2 Deliverable quality process

All deliverables will be written with contributions from several partners. To minimise the effort for handling such documents. It is hence important to agree on standards for formats and tools to be used in document editing and exchange following an agreed delivery process to assure their consistency and their quality and minimise the risk that deliverables will be rejected by SJU.

All the editors shall complete the Document History with all the details requested for each contribution (edition, date, status, author, justification).

General Documentation Standards

The naming convention for deliverables is the following:

Dx.y_shortname_v00.00.00

where:

• Dx.y is the ***deliverable number***, as reported in the cover page of the document, where **x** is the **work package number**; and **y** is a ***number for each deliverable***. The resulting identifier must be one of those listed in List of Deliverables of the DoA.

• short name is a brief name, decided by the document's author(s), that can be easily related to the document content (it can be the title of the deliverable as in the DoA);

• **vn.mm.pp** is the document version.

- Working drafts = last two digits: 00-99 = 00.00.xx.
- (First) draft for submission/review: 00.01.00

- Subsequent working drafts to use last digits' couple again, e.g. 00.01.01
- Accepted (first) version (SJU): 01.00.00

The version number must be also visible on the front page and in the headline of each page.

All relevant documents will include a document history showing the evolution of the document. The authors of a document and the internal approval process will be included in each document. Some contractual obligations must be considered [1].

JU logo and EU emblem must be displayed. The following disclaimers must be included:

• **Funding: "***This project has received funding from the SESAR Joint Undertaking (JU) under grant agreement No 101114838. The JU receives support from the European Union's Horizon 2020 research and innovation programme and the SESAR JU members other than the Union***".**

• **Copyright: "***© – [2023] – [TRUSTY]. All rights reserved. Licensed to the SESAR Joint Undertaking under conditions.***"**

The Short-Deliverable Policy

The right size for a given deliverable depends largely on the topic, the purpose, etc., but very long deliverables create several problems:

- It takes longer to write and revise them;
- They are not readable and prone to lose the focus.

Therefore, we must design deliverables to be clear about the objective, and then be very concise about the content to include in the documents. The focus must be clear and specific. Repeating content from other documents must also be avoided (always use references for that).

It is of utmost importance to have a clear Executive Summary, an Introduction containing the objectives and the structure of the document, as well as a Conclusions section.

All the project official documents will be produced according to the templates and guidelines supplied by the SJU at the beginning of the project.

The official editing tool for deliverables will be Microsoft Word 2010 or newer. Other editing suite tools can be used under the following conditions:

- Deliverable editor must agree with contributors in advance;
- Deliverable editor must provide the template for the new format that must match with the official template provided by the SJU;
- If a contributor does not use the selected editing tool/format, the deliverable editor is responsible for integrating the contributions in the official editing format/tool.

Document Storage

All the project's documents will be managed with Microsoft Teams, Stellar and SygMa.

This will reduce the exchange of the documents via email. The documentation that does not have to be edited, e.g., the documentation that must be distributed externally to the Consortium, will have to be saved/converted/distributed in Portable Document Format (PDF).

Interim deliverable versions and the final version should be kept in the project repository, in the corresponding deliverable folder for the availability of the consortium members. The final version will be also saved as a pdf file and submitted through the Participant Portal to the SJU.

Public deliverables (once approved by the SJU) will be available on the TRUSTY website.

4.2.3 Maturity assessment

The TRUSTY Project will carry out exploratory-level research, achieving a TRL1 for the solutions described in detail, here, this can be considered the project's main contribution to the ATM Master Plan.

ID Solution: SOL-TRUSTY

Solution Title: Facilitating the digital assistants supporting taxiway inspection and/or runway monitoring thanks to trustworthy AI.

Solution Definition: The R&D activity addresses the need of human-centred trustworthy intelligent systems to Remote Digital Towers ecosystem. This includes the development of digital assistants supporting taxiway inspection (i.e., bird hazard, presence of drones, drones and the need for drone protection, autonomous vehicle monitoring, human intrusion, etc.) and/or runway monitoring (approach and landing) misalignment warning, providing a "Self-explainable" and "Self-learning system" for critical decision-making based on MML considering robust and resilient ML models as presented in Table 12.

The TRUSTY project will design and develop a proof-of-concept of a trustworthy intelligent system for RDTs including visualization, explanation, and generalization with adaptability, accuracy, robustness, interpretability, fairness, accountability, and user acceptability to ensure safe and reliable decision support. It will define testing and validation procedures through real-world field cases to validate safety and reliability performance according to the needs of key user groups (technology developers, consumer testing groups and type approval authorities).

Maturity at project start: TRL-0

Maturity at project end: TRL-1

According to the ATM Master Plan, TRUSTY solution is contributing to achieving level 1 of automation, mainly, the trustworthy intelligent system including visualization, explanation, and generalization.

Table 12. Trusty Solution Definition

Code	Name	Project contribution	Maturity at the project start	Maturity at the project end

SOL-TRUSTY	Facilitating the digital assistants supporting taxiway inspection and/or runway monitoring thanks to trustworthy AI.	A proof-of-concept of a trustworthy intelligent system for RDTs including visualization, explanation, and generalization with adaptability, accuracy, robustness, interpretability, fairness, accountability, and user acceptability to ensure safe and reliable decision support.	TRL-0	TRL-1

The maturity assessment by the project TRUSTY will be conducted through a self assessment maturity assessment criteria as presented in Figure 11. Maturity assessment criteriasaccording to the guidance document in the programme library but also in the SESAR 3 multiannual work programme annex E, as referenced in the project handbook.

Applicable To	Criteria ID	Criteria
Exploratory Research Topic	TRL-1.1	Has the ATM problem/challenge/need(s) that innovation would contribute to solve been identified? *- Where does the problem lie?* *- Has the ATM problem/challenge/need(s) been quantified that justify the research done? Note: an initial estimation is sufficient*
Exploratory Research Topic	TRL-1.2	Have the solutions (concepts/capabilities/methodologies) under research been defined and described?
Exploratory Research Topic	TRL-1.3	Have assumptions applicable for the innovative concept/technology been documented?
Exploratory Research Topic	TRL-1.4	Have the research hypothesis been formulated and documented?
Exploratory Research Topic	TRL-1.5	Do the obtained results from the fundamental research activities suggest innovative solutions (e.g. concepts/methodologies/capabilities? *- What are these new concepts/methodologies/capabilities?* *- Can they be technically implemented?*
Exploratory Research Topic	TRL-1.6	Have the potential strengths and benefits of the solution identified and assessed? *- Qualitative assessment on potential benefits. This will help orientate future validation activities. Optional: It may be that quantitative information already exists, in which case it should be used.*
Exploratory Research Topic	TRL-1.7	Have the potential limitations, weaknesses and constraints of the solution under research been identified and assessed? *- The solution under research may be bound by certain constraints, such as time, geographical location, environment, cost of solutions or others.* *- Qualitative assessment on potential limitations. This will help orientate future validation activities. Optional: It may be that quantitative information already exists, in which case it may be used.*
Exploratory Research Topic	TRL-1.8	Do fundamental research results show contribution to the Programme strategic objectives e.g. performance ambitions identified at the ATM MP Level?
Exploratory Research Topic	TRL-1.9	Have stakeholders been identified, consulted and involved in the assessment of the results?. Has their feedback been documented in project deliverables? Have stakeholders shown their interest on the proposed solution?
Exploratory Research Topic	TRL-1.10	Have initial scientific observations been communicated and disseminated (e.g. technical reports/journals/conference papers)?
Exploratory Research Topic	TRL-1.11	Are recommendations for further scientific research documented?

Figure 11. Maturity assessment criterias

4.2.4 Maturity gate

Project Maturity Gates (Final Review):

A Final Review Meeting will take place for assessing the achieved Maturity and is planned at T0+24. A discussion will take place on the project's scientific results as documented in the Final Project Results Report and on the achievement of project objectives, the outcome of communication and dissemination activities until the month T0+23, and recommendations for the next R&D Phase. It will then review the pending actions and formally close the project.

Closeout meeting:

A final closeout meeting is planned at T0+29. Here, the meeting will be more focused on the outcome of communication and dissemination activities. A result from the final Dissemination event as millstone MS8 will be presented.

4.2.5 Change management

During the execution of the TRUSTY project, changes to any aspect of the project may be requested as a consequence of unforeseen circumstances of any kind. The implemented risk management process, PMB meetings or continuous project monitoring by the project coordinator may be sources of change requests.

The list below summarises some of the main responsibilities of the project partners related to project monitoring, which may also lead to change requests:

- Monitor individual resource consumption (costs and person-months);
- Maintain a record of actual vs. planned resource consumption and supporting documentation to prove the proper implementation of the project;
- Provide information upon request;
- Keep information up to date and inform the coordinator, WP leaders and PMB of any circumstances likely to affect the GA (delays, inability to deliver the required contribution).

Requests for changes are evaluated and accepted or rejected by the PMB per request.

A key focus of an integrated change control process is to evaluate the impact of each change on all the project aspects i.e., the quality, risk, time, cost, resources, and stakeholder's perspective.

Any administrative modifications to the GA shall be handled via a parallel request to the project co-ordinator.

The LEAR (Legal Entity Appointed Representative) of each organisation shall update their organisations data on the EC portal.

The LEAR serves as a trusted administrative contact for the Commission, providing reliable information at the level of the organisation (not at the level of individual grants). Usually, LEARs are administrative staff members in the central administration of the organisation. The LEAR handles all the organisation-related data on the Funding & Tenders Portal and appoints representatives within their organisation to electronically sign grant agreements or financial statements for project costs.

There can only be one LEAR per organisation.

LEARs are validated by the Validation Services of the Commission as part of the organisation registration process.

In general, change control addresses the changes in scope, schedule, cost, quality or process. 'Change' is defined as ANY adjustment to ANY aspect of the agreed and official TRUSTY Grant Agreement or Consortium Agreement.

The change request sent by a project partner to the Project Coordinator / Grant Agreement Manager shall contain the following information:

- Name of the requestor (who);
- Description of the request (what);
- Justification of the request (why);
- Impact on the project progress, deliverables, milestones, budget, resources.

In case the PMB, together with the SJU, identifies the need of a grant agreement change, e.g. because of

- Integration, legal changes or withdrawal of a partner,
- Bigger budget modifications (transfer from a partner to another, subcontracting),
- Major modifications in the tasks, deliverables or objectives,
- Extension of a project,
- Or other reasons,

the following further steps shall be considered / decided:

- A time frame for triggering and completing the amendment process shall be defined,
- A complete update of the whole grant agreement to cover also other typos, errors or smaller changes in the project description shall be made.

4.2.6 Project review

The Project Intermediate Review Meeting is planned at T0+14. It is a formal H2020 review, aimed at assessing the progress on the project and steering the project to achieve the expected quality and maturity at the Project Gate (Final Review). Top-level Risks and Issues will be reviewed to ensure appropriate actions. A Review Report will be issued by the SJU through the H2020 Portal. It is supported by

- 1st H2020 Periodic Technical and Financial Report (by T0+12)
- a presentation summarizing the progress and technical results achieved during the first 12 months
- template will be provided by the SJU

A Final Review Meeting will take place for assessing the achieved Maturity and is planned at T0+24.

5 Risk management plan

5.1 Risk, issue and opportunity (RIO) management process

A Risk Management Plan will be developed to address how to handle risks and issues in the project TRUSTY. This plan will gives a brief description of the procedures to follow, the details of the Risk Manager and includes a form in the annex to report risks through the delevariable D 1.2 Report on risk management plan due to month six.

There are 25 critical risks are already identified during the project proposal and the GA, a summary is presnted in Figure 12.

The Risks and Issues will be regularly maintained on the Continuous Reporting page on Sygma. The STELLAR RIO (Risk, Issues and Opportunity) will be evaluated every 2 months. The information in both the sites will be kept consistent.

All the documents related to risk management will be stored in the folder “Risk Management” in the Microsoft Teams under Working Place->WP1-> Risk Management. The folder will be accessible to all.

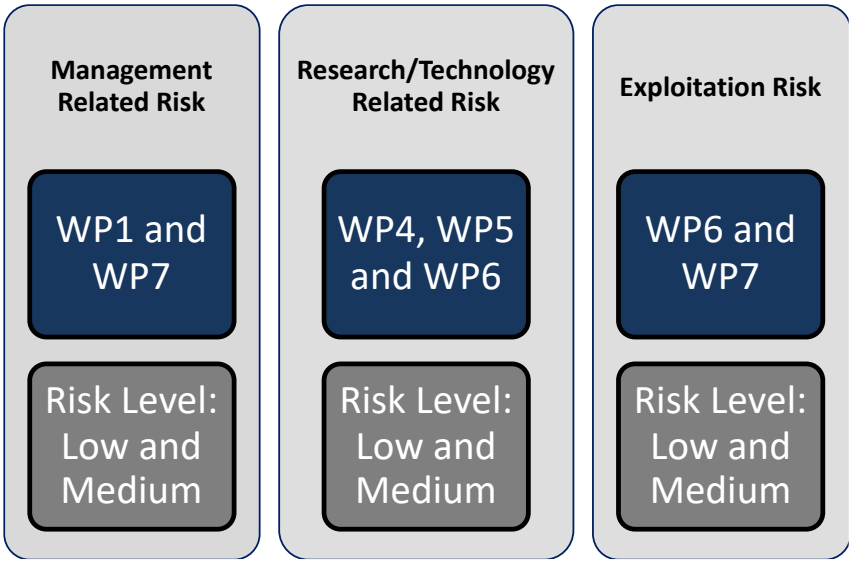

Figure 12. Summary of the Risk Contingency

For the new risk, each WP leader is responsible to identify potential risks related to the WP achievement. In conjunction with the partners of the WP, the WP leader reports, as soon as identified, the potential risk using the WP Progress Meeting Minutes form that includes a specific box for it and notify the Scientific Committee and the Risk Manager using a Risk Identification and Mitigation (RIM) form. The RIM describes the identified problem(s), an analysis, an evaluation, and if possible potential solutions to mitigate it.

6 Performance management

The performance management process will be followed in TRUSTY according to SESAR 3 JU guildline as presented in Figure 13. The performance management process described above is divided into six steps. The TRUSTY project follows the steps of performance management applicable to an ER project (STEPs 1 to 4) and maturity level (TRL1) and supports the corresponding transversal projects in defining and elaborating all necessary documents. **No CBA or PAGAR will be produced.**

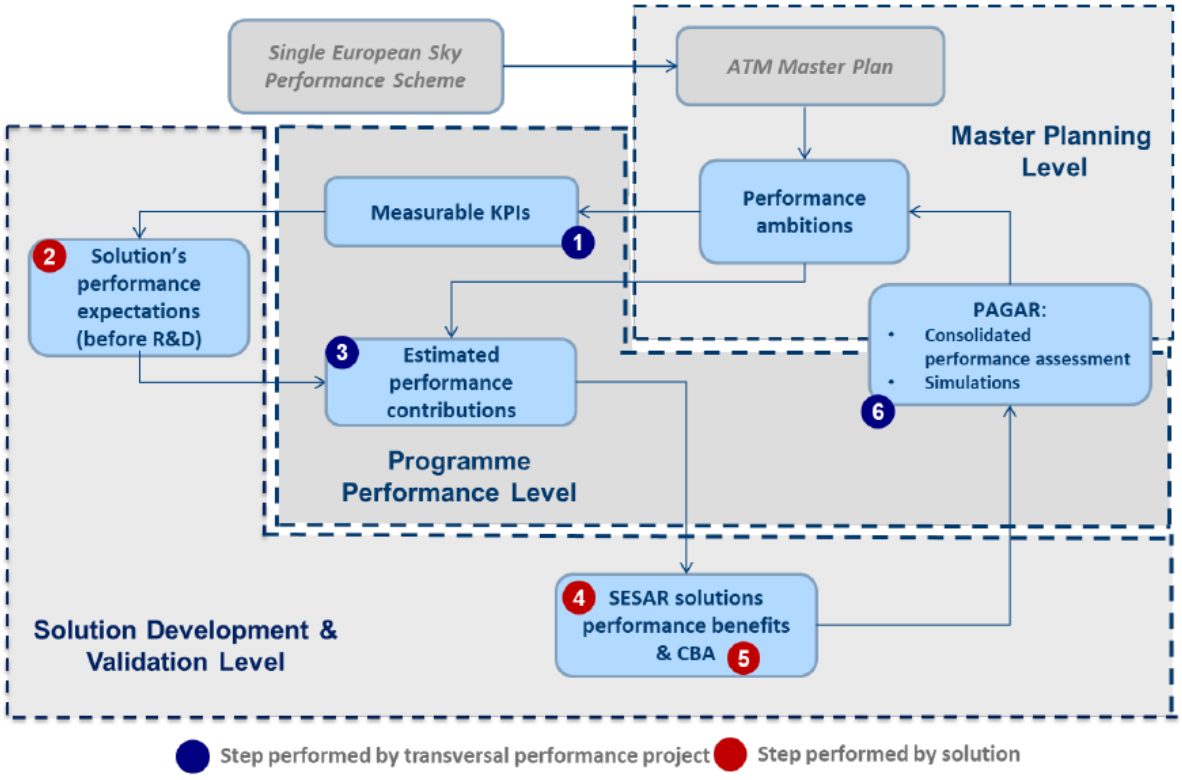

Figure 13. Summary of performance management process.

STEP 1: the ATM MP supports and enables SES high-level goals but also aims at enabling additional performance ambitions. It is the agreed roadmap that connects ATM research and development activities with deployment scenarios to achieve the performance objectives of the Single European Sky. Performance transversal project translates ATM MP and SESAR performance ambitions into measurable indicators - KPIs.

TRUSTY fulfils this step by producing a deliverable D 3.2: Report on the gap analysis including KPIs/KVIs and the development/technical work plan (ERP).

STEP 2: Solution projects explicitly describe the performance areas that are expected to be impacted by each SESAR Solution under development and how this impact may be measured. Such a qualitative performance expectation shall be provided as part of the tender process and grant consolidation. SESAR Solutions may contribute to additional performance areas, which projects can detail in their proposal so long as they can demonstrate a direct or indirect link to the ambitions set in the MAWP, and ATM MP indirectly.

TRUSTY fulfils this step by producing several technical deliverables through work packages WP4 and WP5.

STEP 3: The SESAR performance ambitions must be aligned with the operational improvements expected by individual solutions; the performance transversal project shall estimate and allocate specific performance contributions for each SESAR Solution. These estimated performance contributions will be of a qualitative nature (e.g. high, medium and low contribution).

TRUSTY fulfils this step by producing deliverables D 6.1 Report on the validation plan (ERP) and D.2 Validation report with impact analysis and guideline (ERR) through work package WP6.

STEP 4: The solution projects then evaluate the performance benefits of each solution at European Civil Aviation Conference (ECAC) level through operational validation exercises and technical verification exercises along with dedicated analyses conducted using analytical models, fast-time models, real-time simulations and live trials. If no results are available, the analyses can be based on expert judgment and/or past study studies can in TRL1-2.

TRUSTY fulfils this step by producing the final deliverable D 7.3 Final Communication, Dissemination and Exploitation Plan (CDEP) and report

7 Content integration management

The aim of this process is to integrate content as a means to ensure the quality, consistency and coherence of the content developed under the SESAR 3 programme. Accordingly, the TRUSTY project implements the specified processes in accordance with section 3.5 of the Project Handbook.

Appendix A Project initiation file

Please see the file [SESAR3_Initation_template_TRUSTY.xlsm] attached to this PMP.

1 References

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