TRUST FOOD

"Advanced Digital Skills
on Blockchain for Trusted Food Supply Chains"

Project: 101100804 — TRUST-FOOD
DIGITAL-2022-TRAINING-02-SHORT-COURSES

Deliverable: 1.1
Project management Handbook, risk management and quality assurance plan
Work Package 1
Responsible Partner: REZOS

D1.1: Project management Handbook, risk management and quality assurance plan

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0.4	31/10/2024	Updated version based on the review meeting comments

Dissemination Level		
PU	Public	**X**
PP	Restricted to other programme participants (including the EC Services)	
RE	Restricted to a group specified by the consortium (including the EC Services)	
CO	Confidential, only for members of the consortium (including the EC)	

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List of Abbreviations

BCT   Blockchain Technologies
CA   Consortium Agreement
DoA   Description of the Action
EC   European Commission
EEAB   External Expert Advisory Board
GA   Grant Agreement
PC   Project Coordinator
PCT   Project Coordination Team
PEC   Project Exploitation sub-Committee
PM   Project Manager
PO   Project Officer
PTC   Project Technical Committee
QAM   Quality Assurance Manager
QAP   Quality Assurance Plan
RP   Reporting Period
RMP   Risk Management Plan
TL   Task Leader
WP   Work Package
WPL   Work Package Leader

Executive Summary

Deliverable 1.1, "Project management Handbook, risk management and quality assurance plan" has the objective to analyse and define the overall project management principles and procedures applied on TRUST-FOOD. This deliverable explains the roles and responsibilities for each project partner, presents the project management and collaboration guidelines, and develops the Risk Management and Quality Assurance Plan of the project.

It is intended to support the achievement of project objectives, the effective management of administration, procedural, and financial management of the project as well as the timely delivery and the high quality of project results.

This deliverable is based on the terms and conditions established in the Grant Agreement no.10110084 and its Annexes, as well as in the Consortium Agreement.

1.   Introduction

1.1   Document purpose

The current deliverable, entitled "Project management Handbook, risk management and quality assurance plan" has been elaborated within the framework of TRUST-FOOD, a project that is funded by the Digital Europe Programme (DIGITAL) under Grant Agreement (GA) No 101100804.

The deliverable provides an overview of the management structure as well as the roles and responsibilities of the partners and describes the procedures to be applied during the project's lifetime as regards project management, quality assurance, progress monitoring and risk management.

In this context, the main objectives of this deliverable are to:

- Define the procedures and standards to be followed in TRUST-FOOD project;
- Ensure the efficient financial, administrative, scientific and technical management of the project;
- Ensure the smooth implementation and on time completion of the diverse activities foreseen in the framework of TRUST-FOOD throughout its duration;
- Improve the quality of the activities, outputs and deliverables of all the phases of the project;
- Identify, assess, and monitor risks.

1.2   Document structure

This document is comprised of the following chapters:

- **Chapter 1** presents an introduction to the document.
- **Chapter 2** explains the overall strategy and approach towards managing the project and offers information related to the quality plan.
- **Chapter 3** develops the Risk Management Plan of the TRUST-FOOD Project.
- The final section contains the **Annex** of the "Project Management Handbook, risk management and quality assurance plan".

2.   Project and Quality Management

2.1   Project management life cycle

In order to ensure optimal project achievement, the project management life cycle is broken down into a series of three distinct phases (Figure 1):

- **Phase 1:** Preparation
- **Phase 2:** Implementation
- **Phase 3:** Monitoring, Evaluation & Dissemination

Figure 1. Overall structure of the work plan
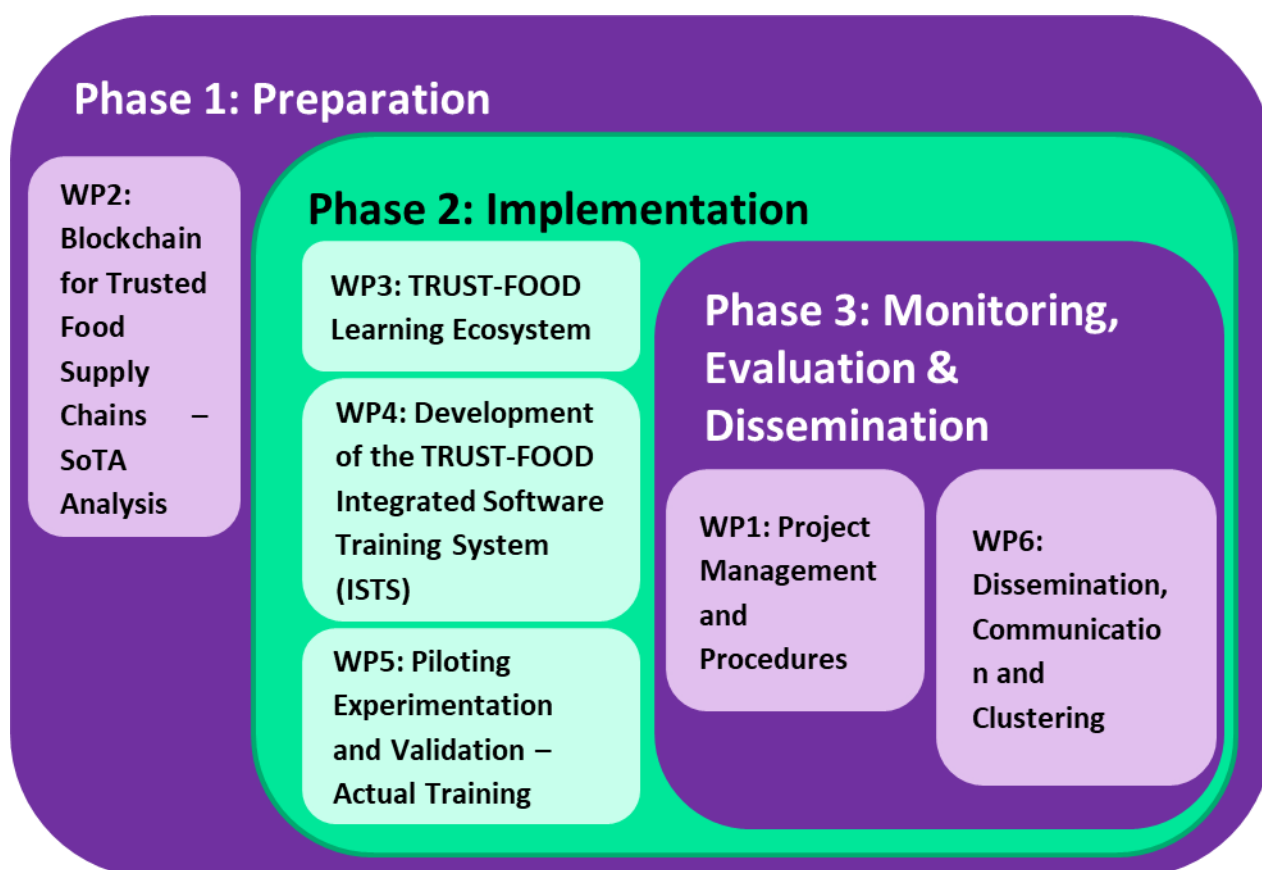
The circular architecture of TRUST-FOOD, starting with a state-of-the-art assessment and ending with the evaluation follow-up of the implementation phase, will permit foresight analysis and critical improvement steps before the official launch of the Blockchain Technologies (BCT) educational modules after the project ends, or before the application of this educational package to other sectors. Moreover, this structure will ensure that the educational courses proposed is dynamically evolving according to current trends, needs and

skill mismatches. The main methodological structure of the project's design is shown in the following Figure 2.

Figure 2. The methodological structure of the project's design
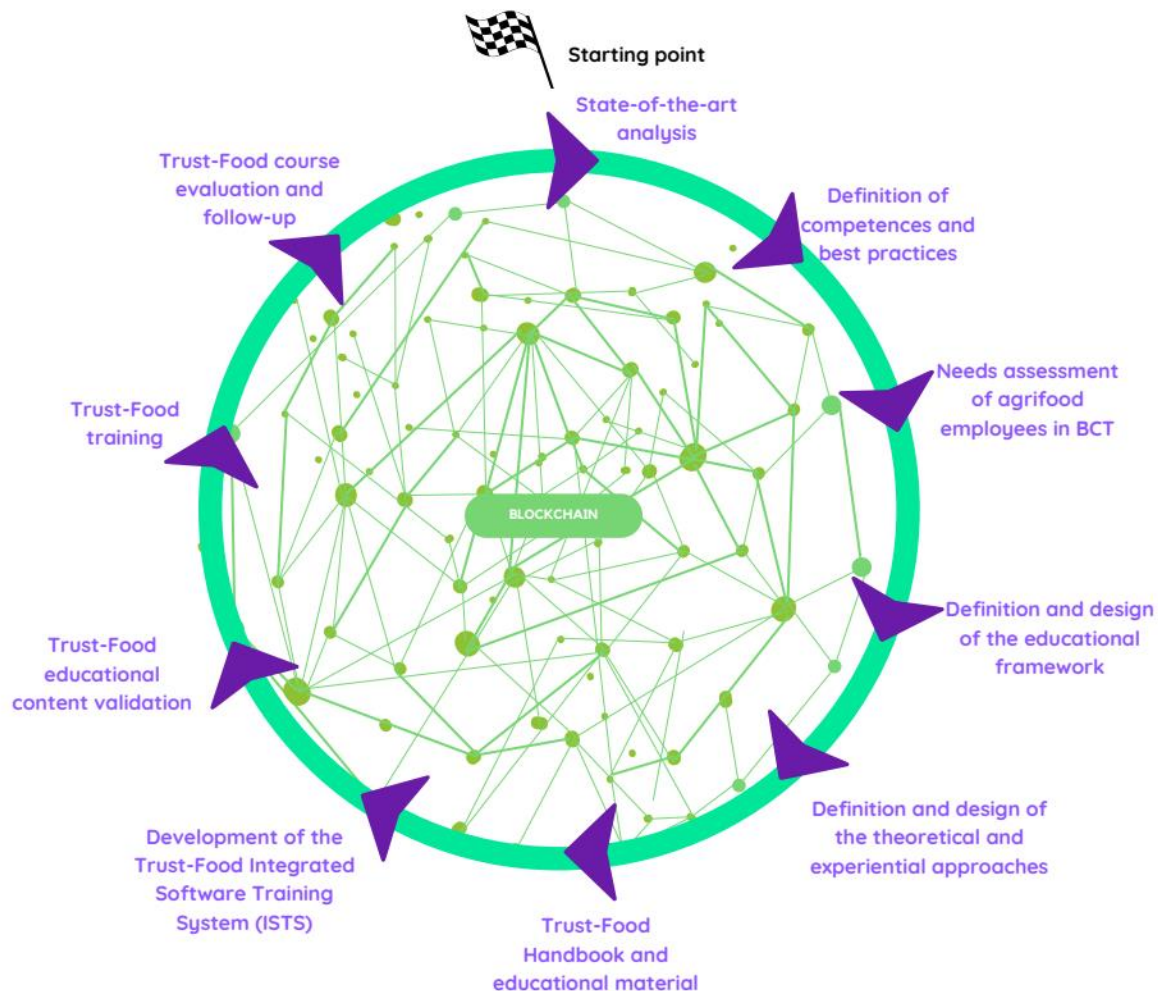
The Work Package (WP) structure is organized in such a way to cover all the development and innovation aspects of the project. In particular, in addition to the Project management and procedures (WP1) as well as the Dissemination, Communication and Clustering (WP6) Work Packages, there are four WPs (WP2, WP3, WP4, WP5); one WP (WP3) focuses on the state-of-the-art assessment, and three WPs (WP3, WP4, WP5) are dedicated to the implementation phase.

More specifically the objectives of each work package are as follows:

➢ **WP1 (Monitoring & Management):** Aims to manage the overall project's activities, organise and participate in virtual and in-person meetings, monitor deadlines, produce reports, support all WPs and assure the quality of the project;

- **WP2 (Preparation):** SOTA analysis;
- **WP3, WP4, WP5 (Implementation):** The partnership will combine the knowledge of WP2 with needs analysis (WP3) to develop the educational material and the integrated software training system to elaborate pilot on-line and on-site courses (WP4 and WP5);
- **WP6 (Monitoring, Evaluation & Dissemination):** Aims to facilitate the dissemination, communication, and exploitation of the results of the project.

2.2   Management structure | Roles and Responsibilities

This section provides a comprehensive description of the project management structure as defined in Section 6 of the Consortium Agreement (CA) (Section 6: Governance structure) and Annex 1 of the Grant Agreement (GA).

A graphical overview of the management structure of TRUST-FOOD is depicted in the following figure (Figure 3).

Figure 3. Management structure of TRUST-FOOD
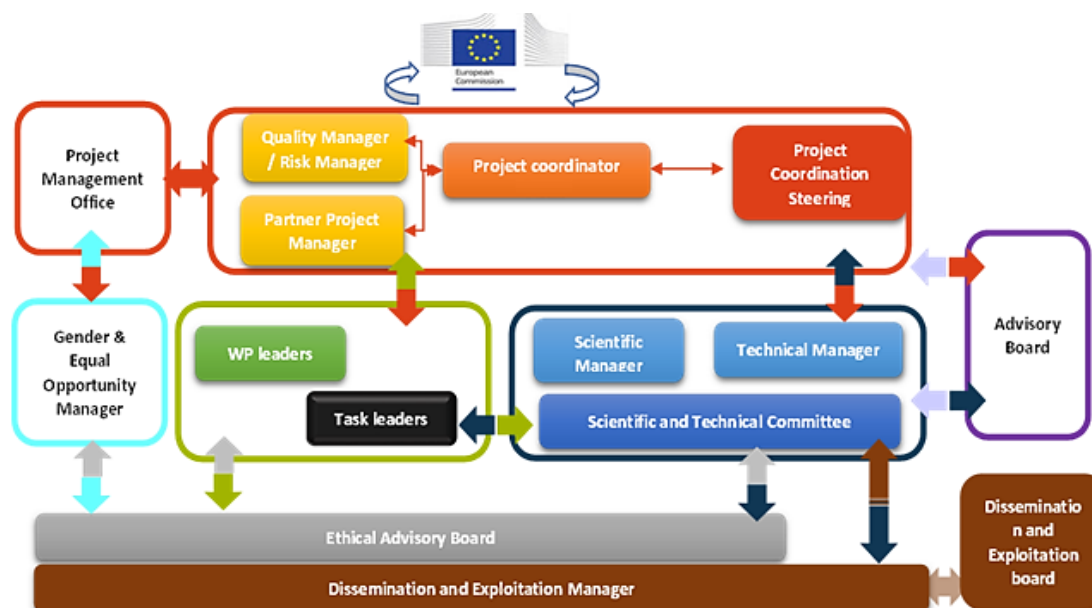
The organisational structure of the consortium is comprised of the following Consortium Bodies:

- The **Project Coordinating Committee (PCC) or Steering Committee (SC)** is the decision-making body of the consortium. It is composed of one representative per partner (hereinafter referred to as "Member") and is chaired by the Project Coordinator (Rezos). The administrative management is carried out by the Project Coordinator (PC) and the PCC. This committee coordinates the project at the scientific and technical level.

The following decisions shall be taken by the PCC:

- <u>Content, finances and intellectual property rights</u>
    - Proposals for changes to Annexes 1 and 2 of the GA to be agreed by the Granting Authority. This includes the allocation of the project's budget to WPs in accordance with the GA, including the Consortium Plan, and reviewing and proposing to the parties' budget transfers (if necessary);
    - Changes to the Consortium Plan;
    - Modifications or withdrawal of background in Attachment 1 of the CA;
    - Additions to Attachment 3 of the CA (List of third parties for simplified transfer according to section 8.3.2);
    - Additions to Attachment 4 of the CA (Identified entities under the same control).
- <u>Evolution of the consortium</u>
    - Entry of a new party to the project and approval of the settlement on the conditions of the accession of such a new party;
    - Withdrawal of a party from the project and the approval of the settlement on the conditions of the withdrawal;
    - Identification of a breach by a party of its obligations under the CA or the GA;
    - Declaration of a party to be a defaulting party;
    - Remedies to be performed by a defaulting party;
    - Termination of a defaulting party's participation in the consortium and measures relating thereto;
    - Proposal to the Granting Authority for a change of the coordinator;
    - Proposal to the Granting Authority for suspension of all or part of the project;
    - Proposal to the Granting Authority for termination of the project and the CA.

As defined by partners, the final structure of TRUST-FOOD PCC is presented in Table 1.

Table 1. TRUST-FOOD Project Coordinating Committee (PCC)

TRUST-FOOD Project Coordinating Committee (PCC)

REZOS	Dimitrios Tsolis
SAH	Antigolena Folina

UNIC	Marianna Charalambous Evgenia Kapassa
WUR	Saskia van Ruth
UNI LUX	Dimitris Botsis
UBITECH	Eleni Tsironi
KAU	Volodymyr Nochvai
482.SOLUTIONS	Leonid Khatskevych
AFC	Andrijana Baranovic
GREEN POINT	Tomaz Zadravec
AUA	Kostas Demestichas
INSME	Giovanni Zazzerini
ATC	Felix Arion
LITMEA	Giedrius Bagusinskas

- The **Project Coordinator (PC)** is the legal entity acting as the intermediary between the Parties and the Granting Authority. The PC is responsible for the communication with the EC, the organization of meetings among partners, the timely delivery of the deliverables, the cash flow of the funding, the submission of financial, administrative, technical, and final reports. Moreover, the PC coordinates all organisational, legal, and financial aspects of the project, ensures that the project meets its contractual commitments within the budget and timing, identifies potential project problems, and proposes preventive or corrective actions. The PC of TRUST-FOOD is Rezos.

- The **Project Technical Committee (PTC)** is composed of the Work Package leaders (WPLs), one management representative from each organization and the Project Manager (PM), and its role is to support the PM and to monitor and approve overall project progress and strategy. The PM has the casting vote in the event of a tie in voting. The PTC will continuously seek to enhance the European dimension of the research results and deliverables by monitoring other external projects with a view to integrating other results and initiatives and not working in a silo, by looking for example at other

related initiatives. This committee will meet every three months and make decisions and approvals in the following areas:

- Overall project strategy approval, including definition of strategy with respect to intellectual property ownership generated during the project;
- Content and approval of the project consortium agreement;
- Endorsement of overall exploitation and dissemination plans;
- Overall quality management of the project;
- Approval of significant changes to the project including changes to work packages leaders or the project manager, removal of a partner, re-allocation of budget and resources between partners and work packages;
- Conflict resolution.

The PTC will further contribute to the project through the establishment of a Project Exploitation sub-Committee (PEC). A more detailed description of the PEC is presented below. Table 2 presents the PTC of the TRUST-FOOD project.

Table 2. TRUST-FOOD Project Technical Committee (PTC)

TRUST-FOOD Project Technical Committee (PTC)

REZOS	Anastasia Vlachou Dimitrios Tsolis
SAH	Antigolena Folina Thekli Bourtzinou
UNIC	Evgenia Kapassa Marianna Charalambous
WUR	Saskia van Ruth, Pien Schouten
UNI LUX	Dimitris Botsis
UBITECH	Eleni Tsironi
KAU	Volodymyr Nochvai
482.SOLUTIONS	Leonid Khatskevych
AFC	Matija Bumbak

GREEN POINT	Aleksandra Kocet
AUA	Kostas Demestichas Sotiris Karetsos
INSME	Elisa Gatti
ATC	Felix Arion
LITMEA	Giedrius Bagusinskas

➢ The **Project Manager (PM)** was assigned by the PC. The PM is Anastasia Vlachou from REZOS. With the support of the PTC, the PM's key role is to be responsible for the project's progress, management and successful execution, and to represent the project in relation to the EU and to the appointed Project Officer (PO). The PM, who is also responsible for taking decisions and seeking approval from the PTC, implements any decisions taken by the PTC. Specific tasks and responsibilities include:

- To monitor overall performance of the project, in particular project progress and consumption of workload against budget;

- To be the project technical and administrative liaison with the EU Project Office;

- To update and administer the CA, guaranteeing the project's proper legal, administrative, contractual and financial management;

- To chair the PTC, preparing agendas and manage minutes of each project meeting to ensure effective management of the project;

- To ensure effective project internal communication and editorial conventions through the provision and monitoring of procedures for reporting and documentation of activities, editing and reviewing partner inputs and reports, so as to prepare and submit in a timely manner to EU all formal project progress reports;

- To ensure the financial operation (cost statements, audit certificates, distribution of EU payments) of the project by appointing a project administrator within his own company;

- To ensure preparation of technical audit documentation and that audit certificates are obtained by each partner as and when required, organizing the team of delegates to the technical audit;

- To convene and participate in Project Review meetings;

- To promote project visibility through interaction with other projects;

- To ensure project representation in external events, in cooperation with the Exploitation WPLs;
- To ensure compliance with ethical and gender issues.

➢ The **Project Exploitation sub-Committee (PEC)**, part of the PTC and chaired by the exploitation task leader (from PC, named PEC Leader), is responsible for the overall performance of the project against business perspectives. The PEC will ensure that the project will have a significant impact from business point of view. PEC meetings are called in association with PTC meetings. During the 3rd online meeting as the PEC was defined and its members agreed to be the following: Anastasia Vlachou, Antigolena Folina, and Evgenia Kapassa (Table 3).

Table 3. TRUST-FOOD Project Exploitation sub-Committee (PEC)

TRUST-FOOD Project Exploitation sub-Committee (PEC)

REZOS	Anastasia Vlachou
SAH	Antigolena Folina
UNIC	Evgenia Kapassa

➢ The **Project Ethics Committee**, is responsive to the PTC. This committee consists of TRUST-FOOD members representing the different scientific specialties of TRUST-FOOD and including - and chaired by - an independent authoritative ethics expert not involved in the project, but sufficiently knowledgeable of the scientific issues involved. It is well mentioned that no budget is foreseen for the remuneration of the independent authoritative ethics expert dedicated to the project. In case of mandatory physical presence of the expert to a project meeting, for example requested by the PO, travel expenses have to be agreed between partners proportionally to each partner's budget, or by any other means that will be decided between all partners at the PCC. The ethics committee will:

- prepare a "TRUST-FOOD Ethics blueprint", which all TRUST-FOOD team members will agree to abide to, within two months of its appointment. The "TRUST-FOOD Ethics blueprint" will outline ethical principles, guidelines, and considerations and will assist partners in identifying and addressing ethical concerns, mitigating potential risks, and promoting responsible conduct.
- examine the compliance of EU and local ethics regulations and their uniformity in each country;

- meet at least once a year to discuss any issues that may arise related to ethics. The ethics committee will also meet either in person or via teleconferencing whenever events demand its intervention and/or advice;
- preapprove the design and validate all data handling approaches according to the Ethics blueprint. All aspects will pass ethical committee scrutiny at the level of the consortium and at the national level (as required by local regulations applicable to each member of the consortium). The pre-approval will precede the application to the local ethics committees,
- provide guidance to each institution, if this is deemed necessary;
- consider the future ethical issues, which the development of TRUST-FOOD may possibly provoke and examine ways to face these future challenges. REZOS will be the ethics manager of the project, supported by all involved partners.

Table 4 presents the Ethics Committee of TRUST-FOOD project, as defined during our online meetings.

Table 4. TRUST-FOOD Project Ethics Committee

TRUST-FOOD Project Ethics Committee

Chairperson	
University of Patras	Galatia Kapellakou
Members	
REZOS	Dimitrios Tsolis
SAH	Antigolena Folina
UNIC	Marianna Charalambous
WUR	Pien Schouten
UNI LUX	Dimitris Botsis
UBITECH	Eleni Tsironi
KAU	Olga Pravdyva
482.SOLUTIONS	Leonid Khatskevych

AFC	Ivic Kresimir
GREEN POINT	Aleksandra Kocet
AUA	Kostas Demestichas
INSME	Giovanni Zazzerini
ATC	Felix Arion
LITMEA	Giedrius Bagusinskas

Galateia G. Kapellakou is an attorney at Law specialized in Intellectual Property. She has a Master Degree in Intellectual Property (Université de Nantes, Faculté de Droit, 2003) and in International Sciences (University of Athens, Faculty of Law, 2005). She has worked as a consultant for UNESCO in the section of Culture (Cultural Diversity Division, 2007-2008) and has participated as a legal expert in various EU funded technical assistance projects in the field of Intellectual Property. Her contribution as the chairperson of TRUST-FOOD ethics committee, will be valuable for our project's success.

➢ **Work Package Leaders**: Each work package (WP) is led by one of the partners, and that organisation has appointed a work package leader (WPL). Ultimately, the WPL is responsible for producing the project deliverables to requirement, on time and on budget. Specific responsibilities include:

- To report progress to the PTC;
- To ensure effective communication among work package participants and co-ordinate activities leading to project deliverables;
- To ensure effective collaboration and communication with other WPLs;
- To maintain a log of major technical decisions;
- To flag insufficient quality or unacceptable delays in the contribution of individual members;
- The quality management of work package content, first at a task level, then at work package level within an overall quality control schema reporting to the PM;
- To co-ordinate the production of external papers in topics dealing with their activities;
- To organize and manage work package meetings as required, including any technical reviews as required by the EU or by the PTC.

WPLs of our project are presented in Table 5.

Table 5. TRUST-FOOD Work Package Leaders (WPLs)

TRUST-FOOD Work Package Leaders

REZOS (WP1)	Anastasia Vlachou
SAH (WP6)	Antigolena Folina Thekli Bourtzinou
UNIC (WP3)	Evgenia Kapassa Marianna Charalambous
WUR (WP2)	Saskia van Ruth
UBITECH (WP4)	Eleni Tsironi
482.SOLUTIONS (WP5)	Leonid Khatskevych

➢ REZOS is assigned as the **Quality Assurance Manager (QAM)** of the project. REZOS in collaboration with the partners will determine the quality standards which will ensure that the expected results of the project will be of the highest quality.

➢ **Partner representatives**: Each partner has provided a **management representative** and a **technical representative**. The management representative has his/her organisation's authority to make decisions about resources allocated to the project and overall involvement in the project. The technical representative must act for his/her organisation's technical interests, and in particular be responsible for ensuring that planned outcomes within work packages and tasks are delivered according to requirements and on time. The partner representatives, as assigned by partners, are shown in Table 6.

Table 6. TRUST-FOOD Partner representatives

TRUST-FOOD Partner representatives

Beneficiary	Management representative	Technical representative
REZOS	Anastasia Vlachou	Dimitrios Tsolis
SAH	Antigolena Folina	Thekli Bourtzinou

UNIC	Marianna Charalambous	Evgenia Kapassa
WUR	Saskia van Ruth	Pien Schouten
UNIS LUX	Dimitris Botsis	Evangelos Papanastasatos
UBITECH	Eleni Tsironi	Lampros Katsikas
KAU	Volodymyr Nochvai	K. Gorohousky
482.SOLUTIONS	Leonid Khatskevych	Roman Kravchenko
AFC	Matija Bumbak	Ivana Bujas Rupic
GREEN POINT	Aleksandra Kocet	Tomaz Zadravec
AUA	Kostas Demestichas Sotiris Karetsos	Kostas Demestichas Sotiris Karetsos
INSME	Giovanni Zazzerini	Elisa Gatti
ATC	Felix Arion	Dianna Chifor Andreea Urs
LITMEA	Gierdrius Bagusinskas	Laura Uturyte

➢ The **External Expert Advisory Board (EEAB)** will consist of three experts with worldwide reputation in the scientific and technical fields addressed by TRUST-FOOD. The EEAB will offer high-end consultation services to the TRUST-FOOD consortium so as to ensure that the project's results will match the relevant community needs. There is no budget allocated to the remuneration of international experts by the project. In case of physical presence of the experts to a project meeting, travel expenses have to be agreed between partners. In the case that less than 3 experts accept to participate at the EEAB, there will be no constitution of the board.

Table 7. TRUST-FOOD External Expert Advisory Board (EEAB)

TRUST-FOOD External Expert Advisory Board (EEAB)

University of Patras	Spyros Sioutas

TRUST-FOOD consortium is in search of experts in the scientific and technical fields addressed by TRUST-FOOD, willing to participate as member of TRUST-FOOD's EEAB without any remuneration.

Spyros Sioutas, a Full Professor of "Data Structures and Big Data Management Systems" in Computer Engineering and Informatics Department (CEID) (School of Engineering, University of Patras), has already confirmed his participation. The document will be updated when the members are finalised.

2.3 Project Management Tools and Procedures

Project and quality management activities will guarantee the project plan's successful execution and the achievement of its objectives. Decisions will normally be taken by the responsible team members based on the work to be performed, as stated in the Grant Agreement, the Description of the Action (DoA) and the individual Work Package or Task plans.

Specific methods are needed to ensure that the TRUST-FOOD objectives are being carried out. The following activities will serve as the management's foundation.

2.3.1   General Management Procedures

- The general supervision of the project's activities and the coordination of communications with the European Commission (EC) is in the responsibility of REZOS and SAH.

- REZOS facilitates the communication within the partnership and information flows, ensuring technical assistance and ensuring compliance with deadlines, reporting and commitments of the partners (milestones, results, documents, meetings, etc.).

- A Steering Committee coordinates the project at the scientific and technical level and represents the decision-making body of the project.

- In line with the general management activity, WP leaders will be in charge of their WP's scientific and technical activities.

- REZOS is in charge of the reporting activities, and will draft the interim and final reports using input from all partners that has been gathered through quarterly reports. A comprehensive Gantt chart would be used by REZOS (see Section 2.3.2.4), and it will be updated as the project proceeds, to ensure the monitoring of the activities.

- All partners should take all the necessary measures and provide all the necessary resources for the on time and smooth elaboration of their tasks and responsibilities.

2.3.2   Internal communication

Partners and PC can communicate using any practical means that are available (e.g. e-mail, telephone, web conferencing, meetings, etc.). The PC is mostly in charge of making sure that internal communication runs smoothly and effectively. The partners' contact details are stored in separate file on a shared Google Drive called "TRUST FOOD Partners' Contact Info Mailing List." Partners should inform the PC whenever their contact information or the project team changes. Based on these specifics, the PC implements a mailing list for the project and updates it as required. TRUST-FOOD's general mailing list has already been created. The purpose of the list is to have a communication tool for dealing with the general issues of the project and to reach quickly all the partners (if necessary). This list contains all the emails of the project's members. Our general mail for this purpose is the following: trust-food-general@googlegroups.com.

Moreover, the PC and the WPLs are expected to maintain regular contact with the other project participants in order to closely monitor the implementation of the project and the work packages in order to recognise and correct any potential time-related deviations.

2.3.2.1 Meetings

A number of virtual meetings will be scheduled to discuss the activities' progression and establish new tasks. The chairperson of the Committees will convene ordinary meetings of the PCC once a year and of the PTC every three months. If necessary, the PCC and PTC may schedule extraordinary (additional ad hoc) meetings, as well as virtual or physical technical sessions, whenever any partner submits a written request.

As agreed during the kick -off meeting, monthly online meetings will be held on a fixed date (every first Monday of the month at 10 CET) between PC, WPLs and one representative from each partner. The meetings will be organised and chaired by the PC. The aim of the monthly meetings is to review the status of each work-package one-by-one and the global project status as well as discuss possible issues.

All meetings will be properly planned. The planning includes preparation of agendas, organization of venues (whenever required), and production of minutes and agreed actions. The key issues and action items will be maintained in the secure intranet of the project for ease of use and access.

✓ **Notice of the meeting:**

Each member must receive a written notice of the meeting from the coordinator at least seven days before an extraordinary meeting and no later than 14 calendar days before an ordinary meeting.

✓ **Agenda of the meeting:**

A meeting's agenda should be created and distributed to each member no later than 14 days, or seven days, before an extraordinary meeting. Any agenda item requiring a decision by the members must be identified as such on the agenda. Any member may add an item to the original agenda by giving written notice to the other members no later than 7 calendar days before the meeting and 2 days before an extraordinary meeting. During a meeting of the PCC and the PTC the members present or represented can unanimously agree to add a new item to the original agenda.

✓ **Decisions without a meeting:**

Any decision may also be taken without a meeting if:

a) the coordinator circulates to all members of the PCC and the PTC a suggested decision with a deadline for responses of at least 10 calendar days after receipt by a party and

b) the decision is agreed by 51 % of all Parties.

The coordinator shall notify all members of the vote's results. After receiving this information, a veto may be submitted up to 15 calendar days later. The decision will be binding after the coordinator sends a notification to all members. The coordinator will keep records of the votes and make them available to the parties on request.

✓ **Voting rules and quorum:**

The PCC and PTC must have two-thirds (2/3) of their members present or represented in order to effectively consider and make decisions during meetings (quorum). The PCC and PTC chairperson should call another regular meeting within 15 days if the required number of participants is not present. If in this meeting the quorum is not reached once more, the chairperson shall convene an extraordinary meeting which shall be entitled to decide even if less than the quorum of members is present or represented. Each member present or represented in the meeting shall have one vote. The PM has the casting vote in the event of a tie in voting. A party which the PCC has declared, according to Section 4.2 of the CA, to be a defaulting party may not vote. Decisions shall be taken by a majority of two-thirds (2/3) of the votes cast.

✓ **Minutes of the meetings:**

The meeting's chairperson is responsible for creating minutes, which serve as the official record of all decisions made. Within 15 calendar days of the meeting, the chairperson must send the first draft of the minutes to each member. The minutes shall be considered as accepted if, within 10 calendar days from receipt, no party has sent an objection to the chairperson with respect to the accuracy of the draft minutes

by written notice. The chairperson shall send the accepted minutes to all the members, and to the coordinator, who shall retain copies of them.

2.3.2.2 File Sharing

All the working documents will be shared among partners using a file hosting tool. File sharing is another required functionality that needed to be supported for the collaboration of the 14 partners of the TRUST-FOOD consortium. Google Drive is the respective cloud-based storage service that was employed for that purpose. This common collaboration space is available for the TRUST-FOOD partners to share documents and get all available information, both public and confidential. Moreover, users of this web-based workspace can upload documents, share files, and segment the data for simple group editing.

A screenshot of the TRUST-FOOD Google Drive's landing page is shown in Figure 4.

Figure 4. The landing page of the TRUST-FOOD Google drive
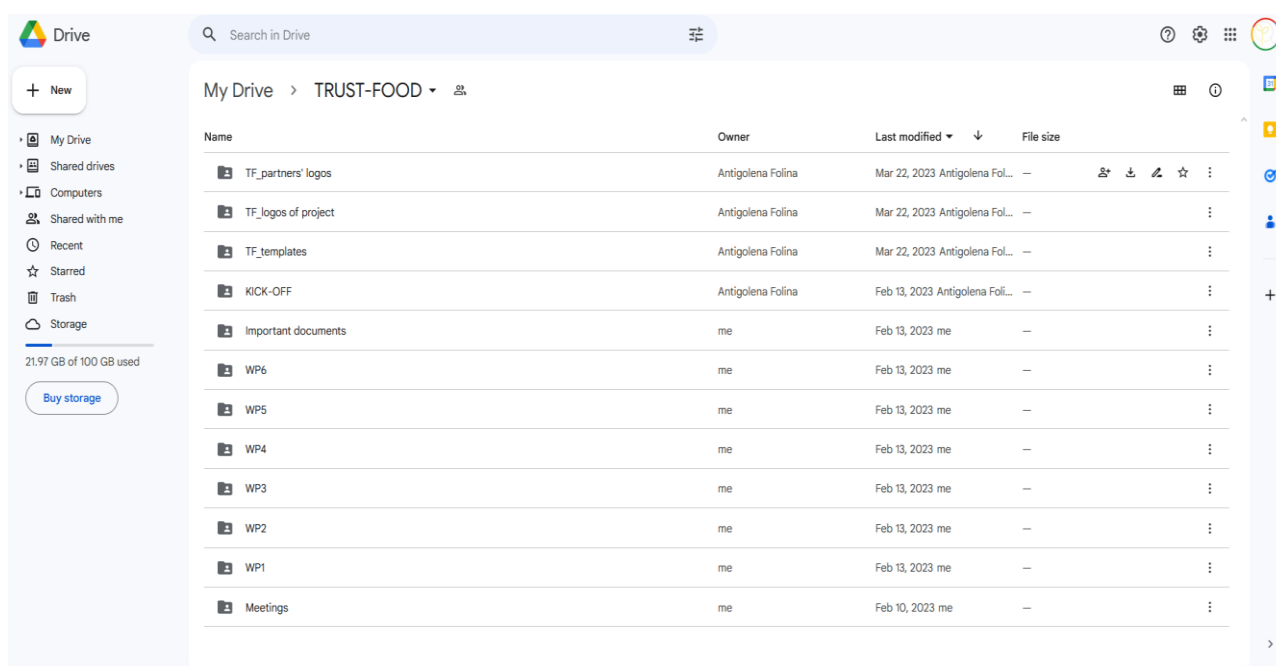
2.3.2.3 Templates

For presentations (PowerPoint), project deliverables, and reports, templates are made available to partners to improve output homogeneity. Such templates can be used for internal and external communication.

The project's templates are accessible through the following link: TF_Templates.

2.3.2.4 GANTT chart

GANTT Chart serves as a managerial and quality assurance tool. PC will keep it up to date during the whole duration of the project. The main target is to track all the activities, monitor at task level the process development, support the partners in overcoming obstacles and ensure smooth implementation of the project, through coordination and monitoring among partners, WPs and Tasks. It is well mentioned that upon approval by the PO, deliverables 2.1 and 2.2 have been extended; namely the extension of one and three months of the deadline for D2.1 and D2.2, respectively, has been confirmed. Figure 5 presents the updated version of the TRUST-FOOD GANTT Chart while figure 6 the detailed updated version.

Figure 5. TRUST-FOOD GANTT chart

ACTIVITY	YEAR 1				YEAR 2				YEAR 3			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
T1.1 - Administrative and financial management	X	X	X	X	X	X	X	X	X	X	X	X
T1.2 - Scientific and technical management	X	X	X	X	X	X	X	X	X	X	X	X
T1.3 - Ethics management	X	X	X	X	X	X	X	X	X	X	X	X
T1.4 - Quality Assurance	X	X	X	X	X	X	X	X	X	X	X	X
T1.5 - Gender analysis	X	X	X	X	X	X	X	X	X	X	X	X
T1.6 – Sustainability and Exploitation									X	X	X	X
T2.1 - Education and Literacy	X	X										
T2.2 - Education for Blockchain Technologies in the Food Supply Chain	X	X										
T3.1 - Probing Trainees			X									
T3.2 - TRUST-FOOD Learning Ecosystem			X	X	X							
T3.3 - TRUST-FOOD Handbook			X	X								
T3.4 - Educational Design of pilot studies				X	X							
T4.1 - Collection and analysis of functional requirements and technical specifications		X										
T4.2 - Technological state-of-the-art analysis & System Architecture Design			X									
T4.3 - Back Office Development				X								
T4.4 - Front Office (Web Application) Development				X								
T4.5 - Mobile Application Development					X	X						
T4.6 - System Integration & Testing						X	X					
T5.1 - Training Courses Case Studies and Validation						X	X					
T5.2 - Actual Training							X	X	X	X	X	
T5.3 - Evaluation of training course												X
T6.1 - Dissemination and Communication	X	X	X	X	X	X	X	X	X	X	X	X
T6.2 - Empowerment of key actors	X	X	X	X	X	X	X	X	X	X	X	X
T6.3 – Clustering activities	X	X	X	X	X	X	X	X	X	X	X	X

Figure 6. TRUST-FOOD GANTT chart detailed version

		TRUSTFOOD																																			
		PROJECT TIMETABLE																																			
	YEAR	2023												2024												2025												
PROJECT ACTIVITY	MONTHS	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12
		M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	M13	M14	M15	M16	M17	M18	M19	M20	M21	M22	M23	M24	M25	M26	M27	M28	M29	M30	M31	M32	M33	M34	M35	M36
Work Package 1: Project management and procedures	M1-M36																																				
T1.1-Administrative and financial management																																					
T1.2- Scientific and technical management																																					
T1.3-Ethics management																																					
T1.4-Quality Assurance																																					
T1.5- Gender Analysis																																					
T1.6- Sustainability and Expoitation																																					
Work Package 2: BlockChain for Trusted Food Supply Chains – SoTA Analysis	M1-M6																																				
T2.1- Education and Literacy																																					
T2.2-Education for Blockchain Technologies in the Food Supply Chain																																					
Work Package 3: TRUST-FOOD Learning Ecosystem	M6-M18																																				
T3.1- Probees Trainees																																					
T3.2- TUST-FOOD Learning Ecosystem																																					
T3.3- TRUST-FOOD Handbook																																					
T3.4- Educational Design of pilot studies																																					
Work Package 4: Development of the TRUST-FOOD Integrated Software Training System (ISTS)	M4-M24																																				
T4.1 - Collection and analysis of functional requirements and technical specifications																																					
T4.2 - Technological state-of-the-art analysis & System Architecture Design																																					
T4.3 - Back Office Development																																					
T4.4 - Front Office (Web Application) Development																																					
T4.5 - Mobile Application Development																																					
T4.6 - System Integration & Testing																																					
Work Package 5: Piloting Experimentation and Validation – Actual training	M16-M36																																				
T5.1 - Training Courses Case Studies and Validation																																					
T5.2 - Actual Training																																					
T5.3 - Evaluation of training course																																					
Work Package 6: Dissemination, Communication and Clustering	M16-M36																																				
T6.1 - Dissemination and Communication																																					
T6.2 - Empowerment of key actors																																					
T6.3 - Clustering activities																																					

2.3.2.5 Calendar

An easily accessible deadline electronic calendar has been set up by REZOS, to monitor in a clear and efficient way the responsibilities of each partner for the planned tasks.

2.3.2.6. Flow chart with partners' roles & responsibilities

A detailed flow chart with partners' roles & responsibilities is presented in Figure 7. The flow chart will be updated as the project proceeds, to ensure the monitoring of the activities.

Figure 7. TRUST-FOOD Flow chart with partners' roles & responsibilities

	REZOS	SAH	UNIC	WU	UNI LUX	UBITECH	KAU	482.solutions	AFC	Green Point	AUA	INSME	ATC	LITMEA	UNIS EL
WP1															
T1.1	L	F	P	P	P	P	P	P	P	P	P	P	P	P	P
T1.2	L	F	P	P	P	P	P	P	P	P	P	P	P	P	P
T1.3	L	F	P	P	P	P	P	P	P	P	P	P	P	P	P
T1.4	L	F	P	P	P	P	P	P	P	P	P	P	P	P	P
T1.5	L	F	P	P	P	P	P	P	P	P	P	P	P	P	P
T1.6	L	F	P	P	P	P	P	P	P	P	P	P	P	P	P
WP2															
T2.1	F	P	V	V	P	P	P	P	P	P	L	P	P	P	P
T2.2	F	P	V	L	P	P	P	P	P	P	V	P	P	P	P
WP3															
T3.1	F	F	P	P	P	P	P	P	F	F	F	L	F	F	P
T3.2	F	F	P	P	P	P	P	P	F	F	F	F	F	F	P
T3.3	F	F	P	P	P	P	P	P	F	F	L	F	F	F	P
T3.4	F	F	L	P	P	P	P	P	F	F	P	F	F	F	P
WP4															
T4.1	F	P	P	P	P	L	P	F	P	P	F	P	P	P	V
T4.2	F	P	P	P	P	L	P	F	P	P	P	P	P	P	V
T4.3	F	P	P	P	P	L	P	F	P	P	P	P	P	P	V
T4.4	F	P	P	P	P	V	P	F	P	P	P	P	P	P	L
T4.5	F	P	P	P	P	V	P	F	P	P	F	P	P	P	L
T4.6	F	P	P	P	P	L	P	F	P	P	P	P	P	P	V
WP5															
T5.1	V	P	V	P	P	P	P	L	P	V	F	P	P	P	P
T5.2	L	P	V	P	P	P	P	V	P	V	F	P	P	P	P
T5.3	L	P	V	P	P	P	P	V	P	V	F	P	P	P	P
WP6															
T6.1	F	L	F	F	F	F	F	F	F	F	F	F	F	F	P
T6.2	F	L	F	F	F	F	F	F	F	F	F	F	F	F	P
T6.3	F	L	F	F	F	F	F	F	F	F	F	F	F	F	P

2.3.3   External communication

The PC is the main responsible for the communication with the responsible PO of the Commission. A project partner may only get in touch with the PO directly in extraordinary circumstances and as required by the PO. In this situation, the PC is fully notified (in writing) of the communication's content. The PC has the responsibility of submitting to the Commission all reports and deliverables of the project. Additionally, the PC provides the Commission any clarifications and/or additional information (that have been requested by the Commission). The PC also informs all partners of any significant communications with the Commission.

### 2.3.4   Dissemination and communication activities

The project's results will be successfully disseminated and communicated in the EU and other associated countries in order to maximize the TRUST-FOOD short-term outcomes and long-term impacts. Dissemination and Communication activities is described in detail within the Plan for the Dissemination and Communication (PDC) (Deliverables 6.1 & 6.2). The 1ST version of the PDC is delivered in M6 and will be updated every 6 months during the project. All partners will play an active role in operating under the coordination of the

Smart Agro Hub. Targeting a wide range of stakeholders in the food sector, dissemination and communication efforts will be complementary and synergistic.

2.3.4.1 Data Protection Notice for e-learning Platform

At TrustFood (https://trust-food.ubitech.eu), we value and respect your privacy. This Privacy Policy outlines how we collect, use, protect, and share your personal information when you use our platform. By signing in and using the TRUST-FOOD Website Application, you confirm that you have read, understood, and agree to comply with our Privacy Policy (https://trust-food.ubitech.eu/privacy-policy/).

Figure 8. TRUST-FOOD Privacy Policy
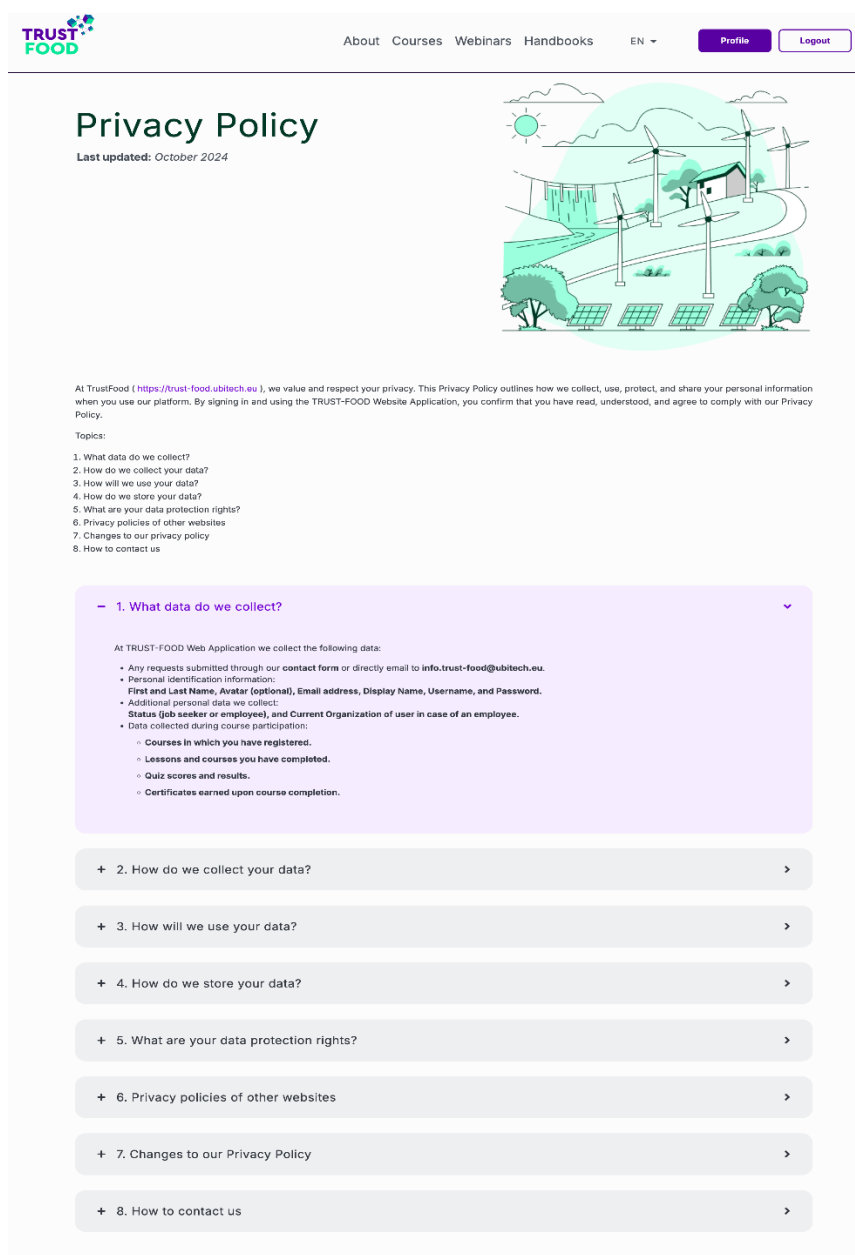
Topics:

- What data do we collect?

- How do we collect your data?

- How will we use your data?

- How do we store your data?

- What are your data protection rights?

- Privacy policies of other websites

- Changes to our privacy policy

- How to contact us

What data do we collect?

At TRUST-FOOD Web Application we collect the following data:

- Any requests submitted through our **contact form** or directly email to **info.trust-food@ubitech.eu**.

- Personal identification information: **First and Last Name, Avatar (optional), Email address, Display Name, Username, and Password.**

- Additional personal data we collect: **Status (job seeker or employee), and Current Organization of user in case of an employee.**

- Data collected during course participation:

  ▪ **Courses in which you have registered.**

  ▪ **Lessons and courses you have completed.**

  ▪ **Quiz scores and results.**

  ▪ **Certificates earned upon course completion.**

How do we collect your data?

You directly provide TRUST-FOOD Web Application with most of the data we collect. We collect data and process data when you:

- Register for an account on our platform.

- Participate in courses on our platform.

- Voluntarily complete a customer survey or provide feedback on any of our message boards or via email.

How will we use your data?

We use the information you provide for the following purposes:

● **User Experience:** To allow you to register for courses, track your progress, and issue certificates upon completion.

● **Security:** Passwords are securely encrypted to protect your account and personal information.

● **Analytics & KPIs:** We use your data for statistical purposes to improve our platform and services, measure performance, and generate key performance indicators (KPIs). All data used for these purposes is anonymized and aggregated.

● **Communication:** We may send emails regarding your registration, course progress, important updates related to the platform and a questionnaire to gather feedback on the effectiveness and quality of the training courses.

How do we store your data?

We securely store your data at Thessalias 8 & Etolias 10, 15231 Chalandri, Athens, Greece.

We will keep the above data for as long as the TRUST-FOOD Web Application remains available (at least two years after the end date of the project) or until we confirm deletion following your request for deletion, which can be made via our contact form or directly at info.trust-food@ubitech.eu .

What are your data protection rights?

We would like to make sure you are fully aware of all of your data protection rights. Every user is entitled to the following:

The right to rectification - You have the right to request that we correct any information you believe is inaccurate. You also have the right to request to complete information you believe is incomplete.

The right to erase your data - You have the right to request that we erase your personal data. If you wish to delete your account and personal data, you may request this by contacting us through our contact form . Upon receiving your request, we will process the deletion of your account and all associated data.

The right to restrict processing - You have the right to request that we restrict the processing of your personal data, under certain conditions.

The right to object to processing - You have the right to object to our processing of your personal data, under certain conditions.

If you have submitted a request, and we have successfully received it, you will receive confirmation within a month. If you would like to exercise any of these rights, please contact us at our email: info.trust-food@ubitech.eu .

You may also exercise your rights under GDPR by contacting us through our contact form .

Privacy policies of other websites

TRUST-FOOD Web Application contains links to other websites. Our privacy policy applies only to our website, so if you click on a link to another website, you should read their privacy policy.

Changes to our Privacy Policy

We may update this Privacy Policy periodically to reflect changes in our practice. This privacy policy was last updated on 30 October 2024.

How to contact us

If you have any questions or concerns about this Privacy Policy, or if you wish to submit a data deletion request, please contact us through our contact form or at info.trust-food@ubitech.eu

2.4   Monitoring and reporting

2.4.1   Continuous reporting

The beneficiaries must continuously report on the progress of the action (e.g. deliverables, milestones, outputs/outcomes, critical risks, indicators, etc; if any), in the Portal Continuous Reporting tool and in accordance with the timing and conditions it sets out.

Deliverables and milestones

Deliverables are one of the main tools to inform the EC how the project is evolving. TRUST-FOOD project includes a list of 22 deliverables and 7 milestones (see ANNEX). The quality management procedures of these deliverables are a crucial part of the project management. The PC, as stated in the GA, must submit all the deliverables to the EC via the Participant Portal. To ensure the quality of all deliverables a specific development and review process is defined.

The procedure for quality assurance of deliverables is defined as follows (Figure 8).

For each deliverable there is a Lead Author who coordinates the production of the document, interacting as necessary with the other partners involved. As a starting point, the Lead Author defines the document structure and the contributions expected from each partner. When needed, the Lead Author proposes a plan and a calendar for conference calls or meetings he/she may consider necessary for the development of the deliverable. The first version of the document should be ready and sent to the quality reviewers for review and comments 4 weeks before the submission date. As agreed during our online meeting, at least four quality reviewers should be identified for each deliverable. After receiving the comments (3 weeks before the submission), the Lead Author has to make the necessary changes and updates. Then, the Lead Author performs the final check and shares the final version with the coordinator. Finally, the coordinator does the

final revision and uploads the document in the Participant Portal and informs the PO. The final version of the deliverable should be sent to the coordinator one week before the official deadline. If one or more of the parties is late in submitting a deliverable, the coordinator may nevertheless submit the other parties' deliverables and all other documents required by the GA to the Granting Authority in time.

Figure 9. Review and quality assurance process for deliverables
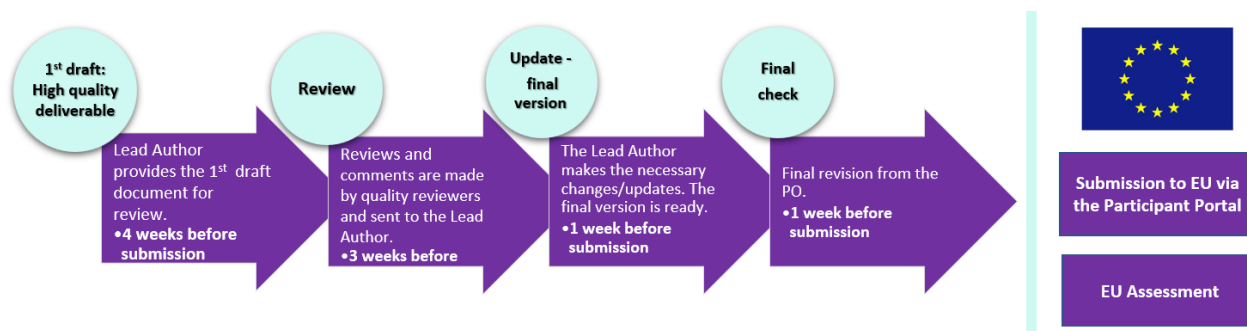
The Lead Author checks the following points:

- The deliverable covers the stated objectives;
- The quality of the work described in the deliverable is of high standard and is in line with what is expected;
- The deliverable is complete, i.e., there are no missing parts, missing references, missing explanations of concepts;
- The deliverable is clearly written and understandable by its potential readers.

All changes in the document are to be performed using the mode "Track changes", while remarks and suggestions might be included by the reviewer within the deliverable using the mode "New Comments".

Guidelines regarding Style and Font

The following are proposed guidelines to be followed by every participant to ensure the same quality for different documents created by different partners:

- All the abbreviations should be defined in a list, at the beginning of each document;
- Font: Calibri (Body);
- Size: Headings – 14 and text 11;
- Paragraph spacing: 1.15;
- Numbering procedure:

TRUST-FOOD_Dx.x_Deliverable title_ dd.mm.yyyy _Status,

where:

"Dx.x": Deliverable number according to the DoA;

"dd.mm.yyyy": day.month.year;

"Status": Short name of the last version;

Example: TRUST-FOOD_D1.1_Project management Handbook, risk management and quality assurance plan _12.05.2023_v1

2.4.2 Periodic reporting

The beneficiaries must provide periodic reports to request payments, in accordance with the schedule and modalities set out in the GA (Figure 8) for the interim and final payments.

The periodic reports include a technical and financial part. The technical part includes an overview of the action implementation and it must be prepared using the template available in the Portal Periodic Reporting tool. Moreover, the financial part of the periodic report includes:

- the financial statements (individual and consolidated; for all beneficiaries/affiliated entities)
- the explanation on the use of resources (or detailed cost reporting table, if required)
- the certificates on the financial statements (CFS) (if required; Article 24.2 and Data Sheet, Point 4.3 of the GA).

Regarding the financial statements, the eligible costs and contributions for each budget category and, for the final payment, also the revenues for the action should be detailed (Articles 6 and 22 of the GA).

> **Important note:** All eligible costs and contributions incurred should be declared, even if they exceed the amounts indicated in the estimated budget (Annex 2 of GA). Amounts that are not declared in the individual financial statements will not be taken into account by the Granting Authority.

By signing the financial statements (directly in the Portal Periodic Reporting tool), the beneficiaries confirm that:

- the information provided is complete, reliable and true;
- the costs and contributions declared are eligible according to the Article 6 of the GA;
- the costs and contributions can be substantiated by adequate records and supporting documents;
- will be produced upon request or in the context of checks, reviews, audits and investigations (Articles 19, 20, and 25 of the GA);
- for the final periodic report: all the revenues have been declared (if required; Article 22 of the GA).

Beneficiaries will also have to submit the financial statements of their affiliated entities (if any).

Figure 10. Reporting and payment schedule

Reporting					Payments	
Reporting periods			Type	Deadline	Type	Deadline (time to pay)
RP No	Month from	Month to				
					Initial prefinancing	30 days from entry into force/10 days before starting date/ financial guarantee (if required) – whichever is the latest
1	1	18	Periodic report	60 days after end of reporting period	Interim payment	90 days from receiving periodic report
2	19	36	Periodic report	60 days after end of reporting period	Final payment	90 days from receiving periodic report

As shown in Figure 9, in the TRUST-FOOD project, the following reporting periods are defined:

- Reporting Period 1 (RP1): from month 1 to month 18
- Reporting Period 2 (RP2): from month 19 to month 36

The coordinator must submit periodic reports for each reporting period (two periodic periods). As described above, these documents will contain an overview of the activities carried out during the reporting period towards the project objectives for the relevant period, covering all implementation, management and financial aspects. The PC is in charge of preparing and timely submitting the project reports to the Commission. All partners are responsible to provide the necessary input for the preparation of the reports. The periodic reports must be submitted within 60 days following the end of each reporting period. The Commission shall review and approve project reports and deliverables at the end of each RP, and within 90 days of receipt, distribute the corresponding payments.

Standard documentation templates are available to all partners in the TRUST-FOOD Google drive in order to produce standardised documentation. The template for the timesheet is presented in Figure 10.

Figure 11. Template for Timesheet

Figure 11. Template for Timesheet

2.4.3 Quality Assurance Plan (QAP)

The quality assurance plan, that is a part of the present deliverable, is an essential component of the project and provides inputs for improving the quality of the outputs of all the phases of the project. The quality monitoring will be done by REZOS with the contribution of all the other partners and feedbacks from target groups and stakeholders. Each of the above-mentioned procedures (see section 2.3) serves as the basis for the quality strategy. Further actions are described in this section.

- The partners will ensure acknowledgement of the trainees' attendance, by providing TRUST-FOOD Certification.
- Throughout the project's lifespan, user-guided modifications will be used to evaluate the educational contents of TRUST-FOOD. A pilot version of a checklist will be developed addressing:

  - the quality of the reported data (assess whether the reported information is sufficient to make an unbiased assessment of the findings);

  - the external validity of the results (assess the extent to which the findings are generalizable);

  - the internal validity of the results (assess the rigor of the learning products design).

- Detailed target values will be defined by the consortium for the outcome indicators, as indicatively shown in Table 7 below. REZOS and SAH will constantly check the progress of the project. The

evaluation will be conducted within each WP, as defined in each of them. REZOS will assure the overall monitoring of all those activities and adaptations to quality project standards.

Table 7. TRUST-FOOD Target values and indicators

Main outcomes	Indicators
Training needs Identification and Assessment | Technological foresight	➢ 100 employees interviewed ➢ BCT agrifood applications and best practices identified and analyzed
Production of educational material	➢ Pedagogical, technical and methodological criteria ➢ Preparation, evaluation and finalization of the course content
Accomplished pilot courses	➢ Pilot courses delivered according to educational needs and quality assurance criteria ➢ At least 500 attendees ➢ Educational packages and target groups needs evaluation
Dissemination	Details are included in the Plan for Dissemination and Communication (PDC)

The results of the quality monitoring will be presented annually, and evaluation reports will be discussed and analysed during the project meetings.

2.5   Amendment management

The main goal of the beneficiaries is to complete the intended tasks and activities within the agreed period and with the resources foreseen in the GA. Any deviations (such as delays, changes in a beneficiary's status, etc.) must be properly reported to the PC. The PC will provide guidance to the beneficiaries. If additional action is required, the PC will contact the PO to request clarifications and procedures to be followed.

In case of significant deviations from the work plan described in the DoA, an amendment may be required and must be communicated to the PC. In order to request an amendment, the involved beneficiary(s) should first communicate it to the PC, and if confirmed, the beneficiary(s) involved should distribute a written communication to the consortium explaining the reason behind the proposed changes as well as the direct consequences in terms of budget, activities, work plan, etc. If the amendment is confirmed, the PC will follow

the rules detailed in the GA to comply with the requirements and procedures indicated by the EC by requesting the amendment process from the PO. The coordinator submits and receives requests for amendment on behalf of the beneficiaries. If a change of coordinator is requested without its agreement, the submission must be done by another beneficiary (acting on behalf of the other beneficiaries).

The request for amendment must include:

- ✓ the reasons why;
- ✓ the appropriate supporting documents;
- ✓ for a change of coordinator without its agreement: the opinion of the coordinator (or proof that this opinion has been requested in writing).

3. Risk Management

3.1 Risk Management Process

Risk management, quality assurance, and financial and contractual management are considered the key tools to guarantee the success of the project. The aim of risk management is to identify project risks as early as possible and respond proactively to them before they have an adverse effect on the project. Project progress and project risks should be continuously and systematically reviewed during the project, and appropriate risk management actions must be adopted.

Risk management procedure includes the following five steps (Figure 11):

- Identify the risk;
- Analyse the risk;
- Evaluate/rank the risk;
- Treat the risk;
- Monitor and control the risk.

Figure 12. Steps of Risk Management Process

Risk management is a continuous process that will be undertaken throughout the lifetime of the project. Early detection and timely response to address any emerging issues will be crucial to effective risk management. The splitting of project work into work packages also minimizes internal risks. Special attention will be paid to keeping the partners updated on the project status, planning, and other important issues.

The PC acts as a risk manager and coordinates risk management actions. The PC, together with the WPLs, is mainly responsible for assessing internal and external risks and informing all partners when necessary. If the mitigation measures involve substantial changes, the support and approval of the PCC as well as the PO are needed.

3.2   Types of risks

Two types of risks have been identified:

1. **Internal risks** linked with the operation of the project team are characterized by the large number of experts, different backgrounds and geographical dispersion, delays, changes in the project team, etc.

2. **External risks** induced by the end-users and stakeholders targeted by the project or other external circumstances and factors, though they may still be caused by an inappropriate project approach or inadequate performance.

3.3   Risk assessment

It is important to assess the probability that the risk may occur and if it occurs, the size of the possible impact. The exposure to a given risk is estimated using a risk matrix (Figure 12).

Figure 13. Risk Matrix
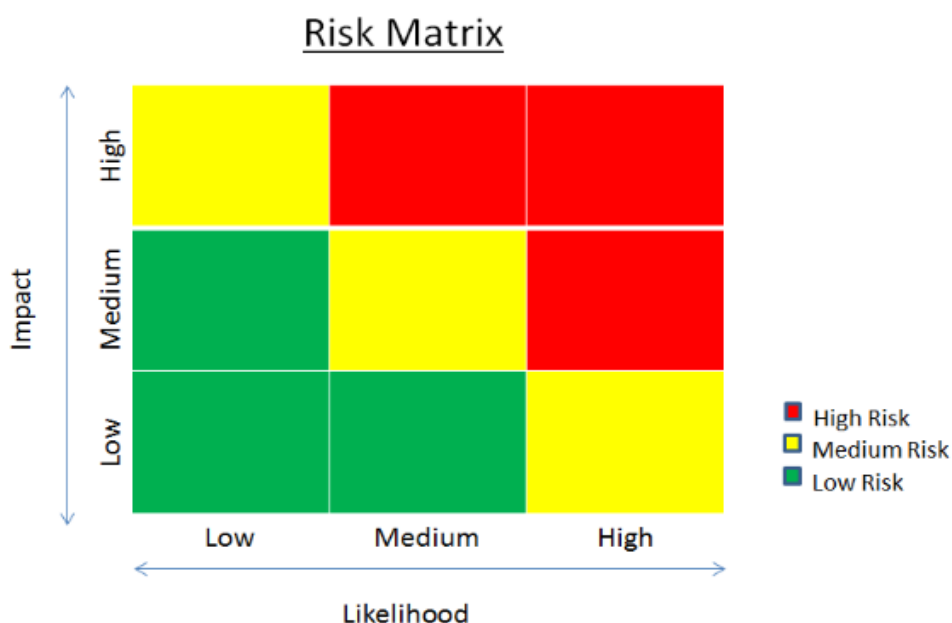
Risks can be evaluated in two ways; by their likelihood of occurrence and their impact. These criteria are each measured with a 3-point scale. Two scores will be assigned (low, medium or high) for each risk, one score for likelihood and one score for impact. The scores will be mapped on the two axes and risks with higher impact and likelihood will require more consideration than risks with lower probability and impact.

3.4 Corrective actions

Within the Description of Action, several initial risks have already been identified (Grant Agreement, DoA Part A, p. 25–27), and according to them, initial mitigation measures have been defined (Table 8).

Table 8. Identification of potential risks and proposed mitigation measures.

Risk Number	Description	WP No (s)	Proposed Mitigation Measures
1	COVID-19 and workshop/training/disseminating activities. Likelihood: medium Impact: low	WP3, WP4, WP5, WP2, WP6, WP1	Extensive training activities are foreseen in the project. In case we are not able to carry out training activities physically, a mixed approach (with virtual training and virtual demo events) will be considered, minimizing the need of physical presence. Virtual events will also be foreseen for the dissemination and communication activities, meetings, etc..
2	Difficulty to collect companies' needs at European level. Likelihood: low Impact: high	WP3	The consortium consists of 4 Agrifood and SME associations, 3 Digital Innovation Hubs, and 1 Living Lab, with a wide collaborating network of > 100 enterprises and > 5000 employees, and can commit to successful implementation. Intensification of communication activities (social media, leaflets, brochures, info days, newspapers, etc.).
3	Employees' unwillingness to participate in the project, e.g., in answering the surveys. Likelihood: low Impact: high	WP3	The consortium consists of 4 Agrifood and SME associations, 3 Digital Innovation Hubs, and 1 Living Lab, with a wide collaborating network of > 100 enterprises and > 5000 employees, and can commit to successful implementation. Intensification of communication activities (social media, leaflets, brochures, info days, newspapers, etc.).

4	"TRUST-FOOD Educational Package" is not aligned with the trainees' needs. Likelihood: low Impact: medium	WP3, WP4, WP5,	The feedback collected by the trainees will guide the release of the final version of the modules.
5	Inability to reach the defined number of trainees. Likelihood: low Impact: high	WP5	The consortium consists of 4 Agrifood and SME associations, 3 Digital Innovation Hubs, 1 Living Lab, and 3 Universities with a wide network of > 100 enterprises, > 5000 employees, ~ 30.000 students, Alumni and Employment Agencies, and can commit to successful implementation. Furthermore, key stakeholders from the partnership countries will be activated, like Chambers of Commerce, SME Associations in the Agrifood and Logistics sector as well as Employee Associations. Intensification of communication activities (social media, leaflets, brochures, info days, newspapers, etc.).
6	Management risks. Likelihood: low; Impact: low	WP1	The risk is very low due to the WP leader' great experience in managing projects. A dedicated deliverable (D1.1) will ensure that the project management will be efficient.
7	Unexpected delay achieving milestones, project objectives etc. Likelihood: low Impact: medium	WP4, WP3, WP5, WP2, WP6, WP1	The team will continuously monitor the status of the project. WP leaders will monitor WP partners′ progress to detect any delay at early stages and the coordinator will monitor all WP progression. If problems of a task reach a critical threshold, a re-planning action searching for alternative solutions will be triggered.

8	Evaluation risks Likelihood: low Impact: low	WP1	The risk is very low due to the WP leader' great experience. A specific task (T1.4) has been dedicated to the quality assurance of the project.
9	Difficulties in raising awareness in the project's results. Likelihood: low Impact: low	WP6	The partners will intensify the dissemination and communication activities (social media, leaflets, brochures, info days, newspapers, etc.).

Table 8 will be used as a management tool, to appropriately manage the project risks that will eventually emerge. This register will be updated as soon as risks are identified / processed throughout the project. As a general prevention measure, the partners will continuously monitor the progress of the project in order to detect and react early to any issues that may occur.

4. References

The Grant Agreement

The Consortium Agreement

ANNEX

<div align="center">**Table 9. List of deliverables**</div>

No	Title	WP	Leader	Type[1]	DL[2]	Due Date	Description
D1.1	Project management Handbook, risk management and quality assurance plan	1	REZOS	R	PU	M6	The project managemet handbook. Pdf format, English,
D4.1	Requirements analysis & technical specifications document	4	UBITECH	R	PU	M6	This document will describe the functional and non-functional requirements of the project, technical design, specifications, and procedures related to the pilot requirements.
D6.1	Initial Plan for Dissemination and Communication (PDC)	6	SAH	R	PU	M6	Finalization of the initial PDC
D2.1	Current state of Digital Education and literacy	2	AUA	R	PU	M7	Report on the state of the art including a review will be performed focusing on the methods, theories and technologies used for digital education. This review will study and analyse curricula relevant to the scope of the project.
D2.2	A road map for Blockchain in Food Supply Chains	2	WU	R	PU	M9	The road map will include the competences, the best practices identified, and the remarks on what can and should be improved.

D3.1	Probing Trainees	3	INSME	R	PU	M9	Report on trainees' engagement in the design and production of the TRUST-FOOD projects' learning Ecosystem.
D4.2	Rapid Prototype & Evaluation	4	UBITECH	R	PU	M9	This deliverable describes the development of the rapid prototype, as well as the impressions and comments of the interaction of the stakeholders and demonstration sites with the prototype.
D1.2	Ethics dimension in research content	1	REZOS	OTHER	PU	M12	The Ethics deliverable. Pdf format, English.
D1.4	Ethics approval document	1	REZOS	OTHER	PU	M18	Final Ethics Deliverable Pdf format, English
D3.2	TRUST-FOOD learning Ecosystem	3	UNIC	R	PU	M18	Report on the implementation of the TRUST-FOOD learning ecosystem. Definition, design and development of the educational framework (tools, methods and educational material) as well as the theoretical and experiential approaches to be adopted.
D3.3	TRUST-FOOD handbook	3	AUA	R	PU	M18	The handbook will be offline and online. It aims in helping trainers and trainees to identify relative approaches that can be adopted or to act as a basis for educating trainees on the use of Blockchain technologies in the Food Supply Chain.
D3.4	Educational Design of pilot studies	3	UNIC	DEM	PU	M18	Report on the design of scenarios and case-studies. Design and production of the digital content.
D4.3	System Design	4	UBITECH	R	PU	M18	Provides a complete documentation regarding the high-level (architectural) and the low-level (detailed) design principles followed for each subsystem individually, to fulfill the functional and nonfunctional requirements.

D4.4	System Implementation	4	UBITECH	DEM	PU	M18	This deliverable provides documentation regarding the procedures followed for the implementation of each sub-system individually. This documentation includes the description of difficult to understand parts of the code or workarounds that will help the system's future maintenance programmers. Furthermore, it provides evaluation of the functionality of each sub system, and source code explanation.
D4.5	Testing and Integration	4	UBITECH	R	PU	M22	Documentation about the test cases followed, the test methods used, and the results of each test case. Also, this deliverable includes potential difficulties faced during the system integration, and techniques used for the communication between sub systems.
D4.6	Integrated Software Training System	4	UBITECH	DEM	PU	M22	This deliverable consists of the integrated software training system, comprising the Back-Office, Front-Office and Mobile Application subsystems.
D5.1	Training Courses Case Studies and Validation	5	482.solutions	R	PU	M22	Report on case studies and courses evaluation
D5.2	Actual Training	5	REZOS	R	PU	M34	Report on actual training and achieved KPIs.
D1.3	Report on the integration of the gender dimension in research content	1	REZOS	R	PU	M36	Report on Gender Dimension. Pdf format, English
D1.5	Sustainability and Exploitation Plans	1	REZOS	R	PU	M36	Sustainability Plan and Exploitation Plan. Pdf format, English

D6.2	Final Review of the Plan for Dissemination and Communication (PDC)	6	SAH	R	PU	M36	Report of the Dissemination and Communication activities of the project.
D6.3	TRUST-FOOD Innovation Hub (TFIH)	6	SAH	OTHER	PU	M36	Creation of the open virtual TRUST-FOOD Innovation Hub (TFIH)

[1] R — Document, report; DEM — Demonstrator, pilot, prototype; other

[2] DL - Dissemination Level; PU – Public; SEN – Sensitive

Table 10. List of Milestones

No	Milestone Name	WPs	Month	Means of Verification	Partner
MS1	Kick off meeting	1	2	Agenda and presentations of the Kick-Off meeting.	REZOS
MS2	Road map for the use of Blockchain Technologies in the Food Supply	2	9	Finalized Roadmap	WU
MS3	TRUST-FOOD Learning Ecosystem	3	18	The report on the implementation of the Ecosystem.	UNIC
MS4	Back Office Development	4	18	Back-office services fully implemented	UBITECH
MS5	Front Office	4	18	Front office services fully implemented.	UBITECH
MS6	Training Courses Case Studies and Validation	5	20	Finalization of the focused report on validation	482.solutions
MS7	TRUST-FOOD Innovation Hub (TFIH)	6	36	Finalization of the Innovation Hubs Services.	SAH