

Deliverable D1.1

Project reference manual and quality plan



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TORNADO | foundaTion mOdelS for Robots that haNdle smAll, soft and Deformable Objects. The project funded under Grant Agreement No. 101189557 is supported by the EUROPEAN HEALTH AND DIGITAL EXECUTIVE AGENCY (HADEA) HADEA.B – Digital, Industry and Space | B.2 – Digital



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Abbreviations

Abbreviation	Explanation
AI	Artificial Intelligence
AMR	Autonomous Mobile Robot
AR	Augmented Reality
CA	Consortium Agreement
CDM	Communication and Dissemination Manager
D	Deliverable
DNN	Deep Neural Networks
DoA	Description of Action
EAB	External Advisory Board
EC	European Commission
FM	Foundation Models
GA	General Assembly
GDPR	General Data Protection Regulation
HRI	Human-Robot Interaction
IPR	Intellectual Property Rights
IPRC	Intellectual Property Rights Committee
LfD	Learning from Demonstration
M	Month
PC	Project Coordinator
PM	Project Manager
PO	Project Office
QAP	Quality Assurance Plan
RDLG	Research and Development Leaders Group
SSDs	Small, Soft or Deformable Objects
SSH	Social Sciences & Humanities
TAM	Technical Advancement Management
TL	Task Leader
TM	Technical Manager
ToC	Table of Contents
TRL	Technology Readiness Level
UC	Use Case
WP	Work Package
WPL	Work Package Leader
WPLG	Work Package Leader
XAI	eXplainable AI

Executive Summary

This document represents the project management handbook and is created to address all the general internal management procedures that have been adopted during TORNADO's project lifecycle. It has been developed in the framework of WP1 – Project Management, Coordination and Quality Assurance of the TORNADO project under Grand Agreement n° 101189557.

The purpose of this handbook is to facilitate the management of the project, monitoring the overall progress and communication between partners and the European Commission (EC). This handbook includes the project management structure and procedures, partner contact information, deliverable review and submission procedures, procedures for dispute resolution, and reporting procedures. Finally, it includes a preliminary list of risks for the implementation of the action and contingency plans in case they materialize.

This handbook should be used by all TORNADO partners as a reference manual during the implementation of the action. It is intended to be a living document that will be updated whenever required to reflect up-to-date information.



1. Introduction

1.1. Purpose statement

This Project Handbook was developed by the TORNADO Project to provide a structured reference for effective project management, ensuring smooth execution and adherence to the established procedures. This document initially provides an overview of the project topic and goals and illustrates its objectives along with their relation to the work programme. Additionally, this document serves as a risk management framework to guide the TORNADO Consortium, addressing challenges and critical risks throughout the project implementation, providing processes, tools, and procedures for an efficient risk management approach towards quality assurance. The structure of the document is divided into 7 sections.

- i. Introduction - Provides an overview of the project and the purpose of deliverable 1.1.
- ii. Management Structure and Procedures - Outlines the management structure of the consortium and adopted procedures along with the roles and responsibilities of each function within the management structure.
- iii. Document Management & Communications - Describes the means of communication available to the consortium.
- iv. Resource Management, Reporting and Deliverables - Describes the reporting obligations and their respective processes.
- v. Quality Assurance Plan - Outlines the process of quality assurance adopted by the consortium and the roles and responsibilities assigned within the process.
- vi. Risk management - Lists the identified potential risks and potential mitigation strategies
- vii. Conclusion - Summarizes the purpose and expected outcomes of deliverable D1.1.

1.2. Intended readership

This document is intended for both TORNADO consortium members and external project stakeholders. The document aims to provide the whole project consortium and the Project Officer with the information and details of the management, risk identification and data handling processes, as well as for the procedures ensuring the quality of the project's outputs and the identification and mitigation of project-related risks. This document is a tool regarding the project-, technical-, quality management of the TORNADO project and aims to provide the framework and guidelines by which all partners will engage in the work.

1.3. Project executive summary and objectives

TORNADO will develop an innovative, multifunctional and adaptive cloud robotics platform, supporting advanced navigation of an autonomous mobile robot (AMR) within complex, time-varying, real-world, human-populated indoor environments. The TORNADO AMR will be able to manipulate small, soft or deformable objects (SSDs) to an unprecedented degree of success, as well as to naturally interact with humans via hand gestures or verbal conversation, by exploiting the zero-shot generalization abilities of deep neural Foundation Models (FMs) for robotics. The AMR's intelligence will rely on a pool of pretrained cloud-hosted FMs, which shall be further adjusted on-the-fly to the current situation via Out-of-Distribution Detection, Test-Time Adaptation and Few-Shot Adaptation subsystems. These will exploit human feedback, if available, but will also support autonomous and dynamic cognitive adaptation. Additionally,

the TORNADO system will be able to automatically select, and set-up on-the-fly the most suitable combination of FMs and non-neural robotics algorithms during deployment, depending on the current situation. In cases of failure, on-the-fly skill acquisition will be supported via integrated, novel Learning-from-Demonstration methods facilitated by an innovative Augmented Reality (AR) interface and eXplainable AI (XAI) algorithms. The adaptive TORNADO system will allow the robot to perform difficult, non-repetitive manipulation tasks on previously unseen SSDs that may change shape during handling, as well as to flexibly adjust to SSDs of different sizes during operation. Measurement of human trust to interactive robots and human behavioural modelling will aid optimal integration/ acceptance of TORNADO into society. Validation will take place at TRL-5 in 3 different industrial Use-Cases: (i) flexible small gears manipulation and deformable ply-sheets handling (gears factory), (ii) palliative patient care (hospital) and (iii) product quality sampling/waste collection (plant - distribution centre).

The TORNADO project has six (6) objectives. The objectives include sub-objectives outlined in Table 1.

Table 1. Objectives and Sub-Objectives of the TORNADO project

Objective	Sub-objectives
O1: Boost ability of AMRs to handle SSDs within complex, people-centric environments, by making breakthrough advances in FMs and AI/robotics technologies for self-adjusting planning, navigation and manipulation.	O1.1: Augment autonomous adaptivity of AMR planning to dynamically changing conditions/goals.
	O1.2: Reduce autonomous task planning/re-planning times in complex, time-varying environments and under high-level human orders.
	O1.3: Increase accuracy of dynamic 3D SLAM in changing environments/conditions.
	O1.4: Reduce task execution time under changing conditions, compared to non-FM-based solutions.
	O1.5: Guarantee time-efficient autonomous response to unforeseen events during navigation/manipulation.
	O1.6: Increase AMR safety and fault recovery capabilities by exploiting multimodal perception and via continuous monitoring across all execution layers.
	O1.7: Implement reliable low-latency wireless networking for AMRs
O2: Significantly improve adaptivity of FMs for AMRs operating in complex, dynamic settings.	O2.1: Increase robustness of FMs for AMRs, by allowing them to: a) autonomously identify critical inference-stage domain distribution shifts or novel classes, b) learn new semantic classes during deployment via few labelled examples, c) automatically adjust to inference-stage distribution shifts without labelled examples.
	O2.2: Increase adaptivity of FMs for AMRs by enabling automatic, dynamic configuration of the FM cognitive pipeline, according to current conditions/tasks.
	O2.3: Develop advanced LfD algorithms for efficient in situ transfer of novel skills from human to robot agents, in case of robot failure.

O3: Raise the level of robotic perception and safe interaction, under changing conditions in complex, people-centric environments	O3.1: Increase accuracy of real-time semantic visual analysis.
	O3.2: Improve human intention prediction and improve situational awareness near humans in dynamic conditions.
	O3.3: Increase DNN accuracy/naturalness in real-time sound analysis/intelligent dialogs.
	O3.4: Increase accuracy of real-time human activity, emotion & gesture recognition.
	O3.5: Reduce DNN complexity at near-zero accuracy cost (Green AI).
	O3.6: Increase accuracy of social robot personalization to new persons.
	O3.7: Ensure that the TORNADO HRI systems follow ergonomics principles, feeling intuitive and responsive.
	O3.8: Advance human behaviour modelling for robots that anticipate and adapt autonomously to human behavioural changes during HRI.
	O3.9: Increase eXplainable AI (XAI) speed and accuracy, for interpreting robot behaviour via an AR subsystem.
O4: Develop advanced hardware solutions facilitating cloud-enabled AMRs capable of completing difficult SSD manipulation tasks, and/or the diffusion of autonomous robots to new sectors.	O4.1: Modify and adapt existing robots for supporting the TORNADO system in UC1-3.
	O4.2: Implement high-performance Beyond-5G networking for low-latency data exchange/processing.
	O4.3: Establish a fully distributed robot-to-cloud infrastructure, hosting FMs and robotic cognition back-end.
O5: Horizontally integrate Social Sciences & Humanities (SSH) research/methodology.	O5.1: Ensure adherence to ethical/legal guidelines/rules.
	O5.2: Address trust/acceptability concerns.
O6: Deliver a functional system of cooperating, cloud/AI-enabled autonomous robots and improve performance in various industry sectors under challenging conditions.	O6.1: Implement, deploy and evaluate the developed technologies in challenging real-world applications and industrially relevant environments (TRL-5).
	O6.2: Validate TORNADO in application scenarios with high societal/economic/environmental impact, where AMRs have not been significantly used before.
	O6.3: Measurably increase performance and/or quality of provided service in various industry sectors.

1.4. Contribution to WP1 and project objectives

The aim of the project handbook as part of WP1, is to provide the framework by which to coordinate the project and to monitor its evolution. The project handbook describes the procedures to ensure: (i) Project

organization to achieve the defined objectives (Table 1) within the claimed budget and time-plan; and (ii) Quality assurance.

The project handbook provides the framework and guidance for the overall organization, planning, monitoring and control of the project, including:

- preparation of project meetings
- monitoring of timely production of deliverables
- monitoring of project work plan execution according to defined milestones and indicators
- identification of risks and shaping of mitigation actions
- communication with the EC
- project reviewers and advisory board members
- collection and submission of financial statements
- establishing IPR strategy

Additionally, the handbook outlines the procedures adopted by the consortium for the financial and administrative issues:

- establishing and maintaining financial records
- coordinating cost statements submission by all project partners
- following up of EU payments
- distributing partner shares according to consortium agreement rules
- maintaining contractual documents
- coordinating internal and contractual periodic reporting
- organizing and managing audits requested by the EC

1.5. Relation to other WP and deliverables

The project handbook as part of WP1, is the guiding document providing a homogenized approach for WP1-8 through the project life cycle. The aim of the project handbook is to provide a common understanding and approach for all WPs; roles and responsibilities, management structures, communication means, quality assurance and risk management. The project handbook outlines the process by which the consortium aims to achieve the quality of the deliverables and their timely submission. Within the project handbook the deliverables of the TORNADO project are listed along with their respective submission dates. The roles and responsibilities for the produced work for each deliverable and the standardized quality assurance plan aid in the smooth operation of the project as a whole.

The project handbook supports actions related to end-user requirements, pilot scenario definition, pilot planning and execution and system acceptance and evaluation as it is expected to be reported in deliverables: D2.1-D2.6. The project handbook defines and supports the implementation of actions related to the first TORNADO R&D axis regarding safe robot planning, navigation and manipulation and as it is expected to be reported in the two versions of the deliverable for (i) Task planning, SLAM and communications (D3.1, D3.2) and for (ii) Navigation, manipulation and safety management (D3.3, D3.4), respectively. The project handbook defines and supports the implementation of actions related to the second TORNADO R&D axis regarding Adaptive AI and self-adjusting cognitive pipelines as it is expected to be reported on the two versions of the deliverable Adaptive AI and FM adjustment mechanisms (D4.1, D4.2). The project handbook defines and supports the implementation of actions related to the third TORNADO R&D axis for Advanced robotic perception and HRI as it is expected to be reported in different

editions of the deliverable for Audiovisual perception, human awareness and HRI (D5.1, D5.2) and for Human factors analysis (D5.3). The project handbook defines and supports the implementation of actions related to the design and integration that covers architecture design, robot development and integration, cloud and beyond-5G infrastructure integration, continuous Integration as expected to be reported in two versions (D6.4, D6.5). Finally, the project handbook defines and supports the implementation of actions related to the Dissemination and Community Liaising actions as expected to be reported on three versions for Dissemination, communication and clustering plan/activities (D7.2, D7.3, D7.4,) and for the Exploitation plan and project uptake (D7.5, D7.6, D7.7).

1.6. Relation to the work program

The AI, Data and Robotics Association has setup some primary objectives related to the topic “Novel paradigms and approaches, towards AI-powered robots”. Expectations include, but are not limited to:

- achieve the substantial next step in the ability of robots to perform non-repetitive functional tasks in realistic settings, based on underlying robot functions
- make a step change in the enabling conditions essential for the accelerated diffusion of robots in various industries, sectors and services
- the development, use and exploitation of major advances in science and technology for the enhancement of European robotics
- create opportunities to affect society in the longer term

In addition, two major areas of functional performance are in the forefront: navigation capabilities to be enhanced and manipulation capabilities to be extended.

TORNADO will introduce novel AI-powered algorithms contributing to AMRs with unprecedented capabilities for SSD manipulation and navigation in complex, dynamic, people-centric indoor environments, in the following ways: (i) equipping robots with ground-breaking AI technologies for autonomous and efficient robotic perception, cognition, interaction and action; (ii) introducing a new generation of AI-powered robots able to perform non-repetitive functionalities with unprecedented success and limited-to-no human supervision requirements, in complex dynamic environments; (iii) targeting to launch a new line of interactive, human-centric autonomous robots with improved capabilities to assist humans; and via (iv) unveiling robots with safe, fast and dexterous autonomous SSD manipulation capabilities under changing conditions.

Furthermore, TORNADO will deliver innovations that will result in the development of smarter, safer AMRs with unprecedented cognitive autonomy and robustness, focusing on the following key aspects: (i) augmenting robots with sophisticated adaptive cognition for safe and natural physical and verbal interaction with humans and/or the environment in social/collaborative settings; (ii) significantly increased levels of safety in AMRs in uncontrolled, time-varying, dynamic environments; and via (iii) development of AMRs with advanced SSD manipulation capabilities for various high-impact industries, by concretely implementing the single TORNADO system on three different industrial use-cases.

TORNADO's impact is expected to cover and interact with European society, economy and the scientific landscape. This impact is expected to be characterized as wider while having long-term effect. TORNADO will contribute to revolutionizing AMR technology, by inducing the following: (i) accelerating European

robotics innovation by timely incorporation of cutting-edge AI research; (ii) facilitating the spread of Europe-made AMRs to new sectors with significant societal impact, thus increasing their productivity and reducing relevant costs and via (iii) enabling the gradual reduction of AI's carbon footprint.



2. Management Structure and Procedures

The project management structure aims at guaranteeing proper project progress and control with respect to the project objectives and plans, ensuring both the technical coordination amongst the partners and the strict enforcing of the max expenses budget. It was defined to clearly identify the responsible members of the various organisations of the Consortium, as well as to optimize the communication between the various partners and coordinating committees. In addition, the management structure has been defined to secure reaching the project objectives within the given schedule, while trying to reduce the management effort in the project to its minimum considering the number of partners. Although all partners in the project will actively participate in the management activities and are represented at the appropriate level, the project coordinator has tried to allocate a minimum manpower effort to them. The project's Consortium Agreement (CA) includes among others, preventive measures for arrangement of Intellectual Property Rights (IPR), exploitation rights, confidentiality, decision-making and change-procedures, cooperation, and exploitation after the project. The structure of the project management is shown in Figure 1 and described in detail hereafter. It reviews conceptually the major parts of the project management structure, how the individual building blocks are interlinked and how management functions work.

The project management structure is mainly composed of the following seven (7) entities:

- The **Project Coordinator (PC)**, who is responsible for the coordination activities under the Grant Agreement signed by the EC.
- The **General Assembly (GA)**, which is responsible for the general/administrative management of the project and comprises the highest decision body.
- The **Work Package Leaders Group (WPLG)**, which is responsible for preparing meetings, proposing decisions, and setting the agenda for the GA. It also ensures that the decisions made by the GA are properly executed and implemented. In addition, the committee will monitor the efficient implementation of the project and associated risks.
- The **R&D Leaders Group (RDLG)**, which is responsible for implementing and overseeing the technical activities of the project plan, as well as coordination of technical work among Work Packages (WPs). The **RDLG** has the role to ensure a strong consistency between the technical WPs.
- The **External Advisory Board (EAB)**, which comprises a panel of four (4) independent experts that evaluates the project progress with respect to the main objectives and technological developments, as well as the dissemination and exploitation efforts.
- **Work Package Leader (WPL)**, who coordinates WP work and are monitored by the Coordinator PC and Project Manager (PM) of the coordinator staff.
- **Task Leader (TL)**, who coordinates task work and are monitored by the corresponding WPL.

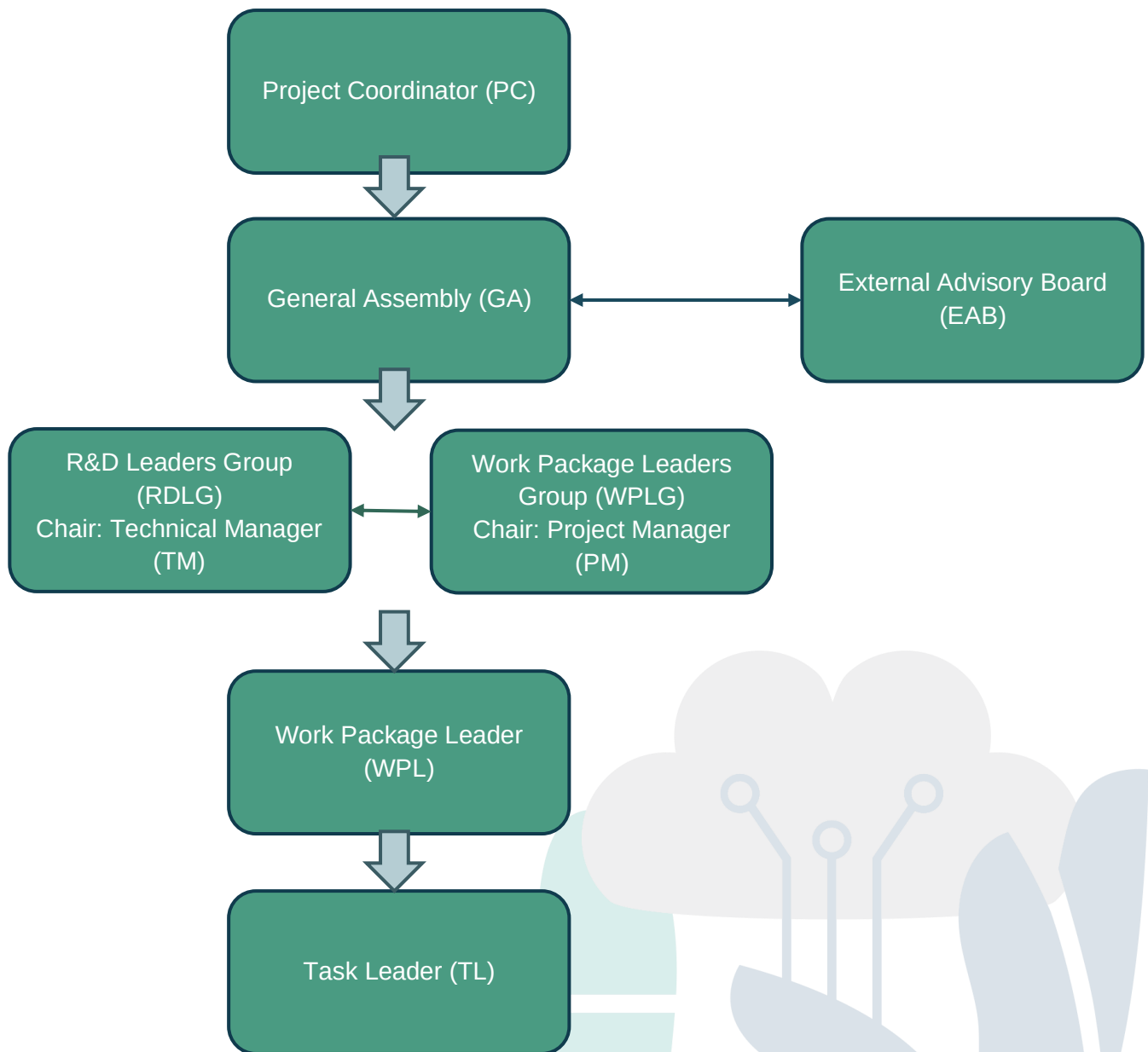


Figure 1 TORNADO Management Structure

2.1. Roles

2.1.1. Project Coordinator (PC) and Project Office (PO)

The **Project Coordinator (PC)** is responsible for both the general and administrative management, and the scientific and technical management of the entire project. The PC monitors the planning, progress, deliverables and issues of the project with respect to the objectives and plans described in the project's Description of the Action (DoA). If necessary, PC will initiate corrective actions for the deviations. The PC is responsible for the knowledge management within the project, the management of innovation related

activities and IPR, the dissemination and exploitation activities. The PC is also the unique interface between the project and the EC. The PC manages all the communications to/from the EC, the periodic reporting and he will organize the review meetings with the Project Officer.

The PC is also responsible for collecting financial statements and audit certificates, as required by the contract. The PC is responsible for reporting the periodic financial summaries and resource efforts spent by each partner. The PC manages the granted EU contribution and the distribution of the funds to each partner according with the actual allocated efforts. The PC will convene the GA. Regarding the scientific/technical management activities, the PC orchestrates the activities of WPLG (section 2.1.6) and the RDLG (section 2.1.7). PC will assist, when necessary, the WPL and make sure that the communication between the various work packages proceeds as smoothly as possible for a successful integration of the various components of the project.

Dr. George Bravos is the PC for the project and contact information are visible in Table 2.

Table 2. Project Coordinator information

Name	Dr George Bravos
Address	Internet of Things applications and Multi-Layer development (ITML CY) 106 Georgiou Griva Digeni Str., Limassol, Cyprus
Postal Code	CY 3101
Telephone	+30 211 800 1862
Email	gebravos@itml.com.cy

The **Project Office (PO)** (as part of the coordinator's staff) assists the PC in the administrative management and is located at the coordinator's site. The PO will be staffed by the Project Coordinator, a secretary, and a technical support person. The main responsibilities include:

- Ensure efficient communication among the partners using tools such as mailing lists, wiki, websites, plenary project meetings, etc.
- Prepare the project meetings, including scheduling, agenda preparation, minute taking, etc.
- Collect documentation for monitoring the activities within the work packages and for the preparation of the Annual Reports.
- Collect deliverables for submission to the Commission.
- Prepare and submit the CA.
- Promote gender equality.
- Handle the financial tasks, such as cost statements, payment distribution, obtaining audit certificates from each participant, etc.
- Prepare and update the project calendar, establish mailing lists, set up a secure internet platform for the exchange of project data and information.
- Support the management of knowledge.

The **Project Manager (PM)** (as head of the coordinator's staff and PO) assists the PC in the administrative management and is located at the coordinator's site. The main responsibilities include:

- Ensure efficient communication among the partners using tools such as mailing lists, wiki, websites, plenary project meetings, etc.
- Prepare the project meetings, including scheduling, agenda preparation, minute taking, etc.
- Collect documentation for monitoring the activities within the work packages and for the preparation of the Annual Reports.

- Collect deliverables for submission to the Commission.
- Prepare and submit the CA.
- Handle the financial tasks, such as cost statements, payment distribution, obtaining audit certificates from each participant, etc.
- Prepare and update the project calendar, establish mailing lists, set up a secure internet platform for the exchange of project data and information; and
- support the management of knowledge.

The leading partner ITML CY has appointed the role of PM to Dr. Nikos Nikolaou, who will oversee the establishment of a smooth and regular communication flows between all project members. He will oversee day-to-day project management, monitor, review and report project progress (deliverables/milestones), ensure smooth network communication, coordinate efforts, launch corrective actions and necessary interventions and assure an overall quality and timely delivery of project objectives (EC reporting). Dr. Nikolaou will also oversee external project communications, including stakeholder interaction, and will administer legal, contractual and financial issues. Dr. Nikolaou, the TORNADO PM, has all the needed management and administrative competences as well as language and intercultural skills to perform the tasks in a high-quality manner.

2.1.2. General Assembly (GA)

General Assembly (GA) stands as the key authority for decision-making and dispute resolution within our consortium. It plays a pivotal role in ensuring that each partner can effectively contribute to the strategic implementation of this project, addressing both its technical and uptake aspects. Comprising one top tier management representative from each beneficiary (Table 3), the GA operates under the leadership of the delegate from the lead partner ITML CY, who serves as the legal, administrative, organizational and financial liaison with the EC.

The GA convenes during bi-annual meetings, where we plan six (6) plenary sessions (where Kick-Off and Final Conference are already included) throughout the project's duration, with the flexibility to schedule extraordinary sessions (in digital format) if deemed necessary. This body bears the overarching responsibility for ensuring the project's overall quality and efficiency. It processes information furnished by the RDLG and WPLG, fostering active and continuous communication while sharing best practices among consortium partners to maximize the benefits of the TORNADO partnership.

The GA's authority extends to overseeing the planning and execution of project actions, offering critical insights into the achievement of project objectives. Its members play a strategic role in representing the interests and needs of their respective organisations. They promptly address any issues that could potentially impede the project's smooth progression. Each GA member takes on the responsibility of mobilizing and coordinating the active and cohesive participation of their organization's key personnel and resources. Furthermore, they ensure the accurate and timely delivery of reporting and financial matters on behalf of their organisations. During the bi-annual retreats, GA members assess and make decisions based on status reports and recommendations prepared by the RDLG and WPLG thereby steering the project towards intended outcomes:

- Review project results regarding deliverables and milestones following progress and status reports submitted by the PM prior to GA meetings.
- Monitor and manage risks and discuss and draw up mitigation strategies, if necessary.
- Approve decisions on strategic issues (re-allocation of resources, redefinition of tasks).

- Approve EC reports (periodic reports, financial statements).
- Approve the Dissemination and Communication plan and monitor its delivery.
- Monitor and approve the ecosystem creation (stakeholder engagement, outreach campaigns, community building) via Stakeholder Registry.

In the project's decision-making process, the Chair holds the responsibility of seeking consensus among GA members. Each GA member is granted a single vote in this process. Decisions are typically reached through a 2/3 majority, meaning that more than half of the members must agree for the decision to pass. However, in situations, where a tie occurs, where an equal number of members are in favour and against a decision, the Chair assumes the role of the tiebreaker. This provision ensures that decisions can be reached even in the absence of a clear majority. Further specifics and the precise decision-making procedures are formally defined in the CA. This legal document outlines the rules and regulations governing the project's governance, including decision-making mechanisms, to ensure a structured and fair approach to managing the consortium's affairs.

Table 3. TORNADO General Assembly members.

a/a	Beneficiary
1	ITML CY
2	UPC
3	VUB
4	UWB
5	HMU
6	IIT
7	FORTH
8	INTRA
9	HUA
10	K3Y
11	NSB
12	SRA
13	HKP
14	BEST

2.1.3. Technical Manager (TM)

The **Technical Manager (TM)** and quality assurance monitors the project technical developments, while implementing quality control procedures and project activity planning, as follows:

- Control of planned actions and time schedules,
- Definition and documentation of requirements, specifications and quality objectives,
- Definition and allocation of responsibilities and duties among consortium partners,
- Development, test, configuration, acceptance and maintenance plans definition and control,
- Establishment of agreed procedures for acceptance and quality control,
- Study of expected risks and contingency planning,
- Assessment of the progress of the project for the early detection of significant deviations that may be related to unexpected risks.

The TM and the PM prepare the Quality Assurance Plan (QAP), as stated in WP1 description of the Grant Agreement. The TM closely collaborates with the PM and will be communicating to the PM the progress

and any bottlenecks on a regular basis. The PM along with the TM is responsible for coordination of the TORNADO evaluation process, by coordinating and giving guiding support to the evaluation activity of each of the participating partners. The evaluation work will be planned, coordinated and monitored from the start of the project. A mechanism for reviewing progress against the success criteria identified by the PM and TM has been already defined in the QAP. The PM and TM will ensure that goals set by the Grant Agreement are fully implemented on a day-to-day basis. The TM role is held by IIT and its appointed representative.

2.1.4. Communication and Dissemination Manager (CDM)

The **Communication and Dissemination Manager (CDM)** is responsible for the Dissemination and Exploitation activities of the TORNADO as described in WP7. The CDM coordinates the dissemination, communication, and exploitation activities during the project lifecycle. The policies for the dissemination of knowledge from the project, e.g., press releases and joint publications, along with the exploitation of foreground and background knowledge have been set out in the CA. However, especially for the exploitation, each individual partner may decide the way its foreground and background are exploited. The CDM calls to regular meetings with representatives of each consortium partner to ensure alignment and monitoring and implementation of communication and dissemination activities. The CDM closely collaborates with the PM and will be communicating to the PM the progress and any bottlenecks on a regular basis. The CDM role is held by NSB, as the TL for T7.1, and its appointed representative.

2.1.5. Work Package Leader and Task Leader

The **Work Package Leader (WPL)** coordinates the day-to-day work carried out in the work package (WP) and ensure the communication and collaboration of the WP contributors. The WPLs are responsible for the planning and monitoring of the WP activities, as well as for ensuring the scheduled write-up of the WP deliverables via close collaboration with the TLs (see below). The WPL must organize WP Meetings for scientific/technical discussions for that specific WP. The WP Meetings (physical or as teams conferences) will be monthly or more frequently if special issues need to be handled. The WPL must coordinate the interaction and collaboration with other WPs and to facilitate the communication in and between WPs. The WPL will report the progress and criticisms (if any) to the WPLG (see 2.1.6). The responsible WPL for each WP for the TORNADO project are listed in Table 4. In more detail, the WPL responsibilities are:

- Coordinate, monitor and manage the activities under their responsibility.
- Ensure the timely achievement of the objectives and milestones of the work packages.
- Prepare the internal and external reports (deliverables) expected for the WP and assist in the production of the overall management reports of the project.
- Meet or hold conference calls regularly with the PC/PM and arrange regular technical meetings or conference calls of the work package members.
- Ensure the accurate recording of times, costs, and resources, and report any discrepancies immediately to the PC.
- Organize technical presentations of the WP activities and to ensure proper involvement and visibility of the active members.
- Inform the WPLG about the progress of activities and possible critical issues.
- Identify the need for creation of separate tasks in the work package horizontal information flow to other WPLs.

- Identify and report any technical or managerial problems that arise in their work package.

Table 4. Work Package Leaders

WP number	WP Name	Organisation
1	Project Management	ITML CY
2	Use-case Requirements and Pilot Studies	SRA
3	Safe robot planning, navigation and manipulation	UPC
4	Adaptive AI and self-adjusting cognitive pipelines	IIT
5	Advanced robotic perception and HRI	HUA
6	TORNADO Design and Integration	INTRA
7	Dissemination and Community Liaising	K3Y
8	Ethics requirements	ITML CY

Task Leader (TL) is appointed by the partner responsible for each work package task. The TLs of tasks belonging to the same WP are coordinated by the respective WPL. Their objective is to coordinate the day-to-day work carried out in each task and to ensure communication among the task participants. The TLs are also responsible for the planning and monitoring of the task activities and for ensuring the scheduled issue of the task outcomes (deliverables). For each task, multiple people from contributing partners may be responsible for driving the work. However, typically, the bulk of the work is carried out by the organization of the TL. In case of conflicts or problems he/she cannot solve on his own or within the task, the TL is responsible for escalating the topic to the WPL.

2.1.6. Work Package Leaders Group (WPLG)

The **Work Package Leaders Group (WPLG)** is responsible for ensuring that all actions throughout the project implementation (e.g., deliverables, innovation activities, research methodology, research impact, pilot execution) abide with European and national, legal, and ethical requirements and that personal rights are always respected. The WPLG consists of one delegate from each organization, (see Table 4) participating in the project (ideally partners acting as WP leaders) and is chaired by the project's PM, Dr. Nikos Nikolaou. The WPLG convenes at regular intervals throughout the project lifecycle as well as on an ad hoc basis to address any issues escalated by WPLs or TLs. The WPLG will work closely and receive technical feedback from the RDLG (see 2.1.7). Jointly with the RDLG the WPLG will escalate potential issues to the GA.

2.1.7. Research and Development Leaders Group (RDLG)

The **Research and Development Leaders Group (RDLG)** is responsible for progress monitoring and management of scientific and technical activities and is responsible for making and overseeing technical decisions made in the project. The RDLG is comprised of representatives from consortium partners, see Table 5, that have roles as Research and Technology providers (WP3, WP4, WP5, WP6) and Platform Owners (UC1, UC2, UC3) and is chaired by the TM. The RDLG group meets on a regular basis to monitor technical progress and communicate/escalate any issues to the WPLG and thereafter to the GA if necessary.

In the TORNADO project, the RDLG will coordinate the efforts of multiple partners working across various technical Work Packages (WPs). The aim of the RDLG is to facilitate the integration of diverse software and hardware components developed within the project, ensuring compatibility and effective functionality across the entire system. A key objective of RDLG sessions planned by the TM is to facilitate early integration into TORNADO's target use cases, allowing for incremental testing and validation of the technologies in realistic, application-driven scenarios. By addressing potential challenges early on and promoting close collaboration between partners, the development and integration sessions help to mitigate technical risks, enhance system interoperability, and accelerate progress toward achieving the project's overall objectives. Ultimately, these technical sessions act as a central platform to align the consortium's efforts, enable knowledge sharing, and drive the convergence of TORNADO solutions into practical, high-impact outcomes.

Table 5. Research and Development Leaders Group Members

WPLs / Platform Leaders	Partner
Technical Manager (chair)	IIT
Project Manager	ITML CY
WP3 & Platform UC2	UPC
WP4 & Platform UC1	IIT
Platform UC3	UWB
WP5	HUA
WP6	INTRA

2.1.8.External Advisory Board (EAB)

The **External Advisory Board (EAB)**: at the proposal preparation stage, the TORNADO consortium has committed four (4) external experts that will scrutinize the project program and propose courses of action, considering the EU-wide robotics initiatives. TORNADO partners are committed to engaging additional experts (however, up to maximum two), if deemed necessary, following the requirements of the project implementation. The EAB members originate from organisations are listed in Table 6.

Table 6. External Advisory Board Composition

Organisation	Short Description of Organisation
EDI - Institute of Electronics and Computer Science / Research direction: Robotics and machine perception Latvia	EDI is specializing in the development of Smart Embedded Cooperative systems covering the following research areas: Extremely precise event timing, Remote sensing and space data processing, Robotics and machine perception, Signal processing and embedded intelligence, Smart sensors and IoT.
DTU - Technical University of Denmark / Department of Department of Electrical and Photonics	Autonomous systems combine the physical capabilities of robots with the intelligence and adaptability provided by AI. Such systems can provide solutions to our urgent societal and environmental challenges, thus promising a

Engineering - Automation and Control Denmark	better and more sustainable future for our planet and society. Technology can transform the way we, humans, live and work. Imagine intelligent machines taking care of tasks in our homes and working environments, learning from their mistakes and developing their skills over time. Automation and Control (AUT takes) a systems approach to analysis, design and synthesis on automated systems, based on a control theory and associated methodologies. AUT at DTU do research on all levels; in theory, methods, tools and prototypes. Experimental verification is an important element of our research.
POLIMI - Politecnico di Milano, DEIB - Department of Electronics, Information and Bioengineering Italy	The Dipartimento di Elettronica, Informazione e Bioingegneria (DEIB) aims at being a world-class scientific institution committed to forefront research, education, and technology transfer in computer science and engineering, electronics, electrical engineering, systems and control, telecommunications, and bioengineering. The DEIB vision is to promote the quality and the impact of Information and Communication Technology (ICT) on society at the national and international level, by pursuing excellent long-term and interdisciplinary research and by committing to innovation, technology transfer, and education. While it is not easy to predict the future use of information, the next decade will certainly see even more dramatic changes, as ICT will find new ways of pervading people's lives.
CONVERGENCE Greece	Convergence works with research, analysis, consultancy and relevant actions aiming to bridge the gap between the numerous needs of the differentiated stakeholders within tech-based working environments and the highly digitalised world we live in. Their approach takes into consideration the various social markers such as; gender, sex, sexual orientation, cultural background, dis/abilities and so on, and places them in the forefront so we can generate tailor made strategies to optimise human-machine coexistence and ultimately gain from both human and machine full potential.

The EAB will support the TORNADO consortium in the ecosystem creation, mobilizing its partner networks throughout the target stakeholder landscape to populate the TORNADO ecosystem, followed the defined KPIs, it will give advice, offer feedback and guidance within TORNADO. The EAB will formally meet once a year, along with the GA meetings, nonetheless, using additional meeting options in the digital format, if deemed necessary.

2.2. Decision-making mechanisms

The **Work Package Leader (WPL)** takes technical decisions at WP level. If technical decisions with consequences for the work in other WPs must be taken, the WPL will take these decisions after consulting

the PC and all affected WPLs. The WPLG takes technical decisions at project level and RDLG will advise on the technical aspects and implications of the options forward prior to a decision being reached. Decisions of the GA are binding for the project. Table 7 summarizes the decision-making responsibilities, while Table 8 presents the decision-making process.

Table 7. Decision making responsibilities

Activity	Decision by	Main Input
Change workplan, shift project activities between partners, assign tasks of defaulting partners to others.	GA	PC+WPL
Approval of activity reports and deliverables to the EC	PC	PC+WPL
Inclusion or withdrawal of partners	GA	PC+WPL
Appointment of RDLG members.	GA	PC+WPL
Appointment of new WPL.	PC (PO)	PC+WPL

Table 8. Decision Making Process

Level	Decision Mechanism	Escalate if
WP	Verbal consensus	No consensus reached, Appeal to PC and PO
WPLG and RDLG	Verbal consensus, vote, if necessary, simple majority (more than 50% of the votes cast)	No consensus reached, Appeal to GA
GA	Verbal mandatory, a 2/3 majority is required, minutes taken	Intervention by the EC, or legal action, is the only escalation possible

2.3. Meetings

Effective communication and collaboration are critical to the success of the TORNADO project. To ensure smooth coordination among all partners and stakeholders, various types of meetings are organized throughout the project's lifecycle. These meetings facilitate the sharing of progress updates, resolution of issues, strategic decision-making, and alignment of efforts across the consortium. They also serve as key platforms for preparing and delivering formal project reviews, as well as for driving technical, commercial,

and scientific advancements. The following sections provide detailed information on the different types of meetings, their frequency, objectives, and the roles and responsibilities of participants involved.

2.3.1. General Assembly meetings

The GA is the highest decision-making body of the project. These meetings gather representatives from all consortium members and are primarily responsible for major decisions that affect the project's scope, budget, deliverables, and timeline. The GA serves to approve strategic adjustments, reallocation of resources, and any amendments to the Grant Agreement and/or CA. Characteristics of the GA meetings:

- Frequency: At least once a year, in conjunction with Plenary Consortium Meetings or when critical decisions need to be made.
- Participants: One representative per partner, with voting rights defined in the Table 3.
- All partners are notified at least 4 weeks (for physical attendance) or 1 week (for remote attendance) in advance.
- Agenda and supporting documentation are available to all attendees at least 4 weeks (for physical attendance) or 1 week (for remote attendance) before the meeting. Issuing of all documents will be via the PC, who is responsible for compiling all submissions from partners.
- All meetings will have minutes written by the PC or his representative. Unless otherwise agreed in the meeting, minutes are to be issued within 1 week of the completion of the meeting.

2.3.2. Plenary Consortium meetings

Plenary project meetings involve the entire consortium and serve as a key forum for discussing the overall progress, challenges, and strategic direction of the project. These meetings are typically held periodically throughout the project's lifecycle and allow for collective decision-making, sharing updates, and resolving cross-work-package issues. During plenary meetings, each partner presents their progress, planned activities, and any potential risks or delays. Key outputs include action points, strategic decisions, and alignment of efforts to the project's overarching goals. Characteristics of Plenary Consortium meetings:

- Frequency: At least once a year.
- Participants: PM, TM, GA, CDM, WPLs, TLs and other representatives of beneficiaries, affiliated & associated entities.
- Agenda: Agenda and supporting documentation will be available to all attendees at least 4 weeks (for physical attendance) or 1 week (for remote attendance) before the meeting. Issuing all documents will be via the PC.
- Minutes: All meetings will have minutes written by the PC (or a substitute if necessary) or the respective WPL if the meeting concerns a specific work package. Unless otherwise agreed in the meeting, minutes will be issued within 14 calendar days of the completion of the meeting. Minutes will take the form of action items to keep things short and to the point.
- The first task in each meeting will be the agreement on the agenda and the last one agreement on the date and place of the next meeting.

2.3.3. Performance Self-assessment meetings

The self-assessment meetings are part of the quality control process and aim to transparently inform the consortium members of the expected outcomes and their quality. The meetings are facilitated by self-assessment presentations, prepared and shared prior to the meeting with the PM. The meetings provide an opportunity for TL and WPL to assess their own work that is nearing completion and present it to the TORNADO project consortium.

The PC and all WPLs are expected to attend the Performance Self-assessment meetings. Other members of the project are expected to attend when required. As the Performance Self-assessment Meetings form a major forum for the exchange of information in addition to the management of the project, all consortium members are encouraged to attend. The Performance Self-Assessment Meetings also review progress against the project success criteria and report to the GA all deviations from planned progress, together with an action plan to recover any shortfalls or exploit any gains in the programme. All meetings have minutes written by the PM.

During the meetings the TL and WPL are provided with the opportunity to highlight needs for improvements, risk and mitigation strategies any other information especially relevant to task and work package managers whose work depend on the output and outcomes from previous task/work packages. Frequency: Within the 2 weeks prior to official review meetings.

2.3.4. Group meetings - WP, WPLG, RDLG

WPL have regular meetings inform of the output and align with WPLG and RDLG. WPL have the responsibility to uphold and check (see 2.1 section) progress, status on a regular basis. The group meetings have a proactive scheduling approach and take into consideration the timelines of tasks, work packages, deliverables and milestones. The meeting invitation and agenda for WP meetings are coordinated and shared by the WPL of the respective WP of the TORNADO project. The meeting invitation and agenda for WPLG are coordinated and shared by the PM of the TORNADO project. The meeting invitation and agenda for RDLG are coordinated and shared by the TM of the TORNADO project.

2.4. Intellectual Property Rights and Publications Management

IPR management procedures, along with the management of joint publications, have been defined in the CA. The GA of TORNADO ensures that the commercial results are distributed in a fair and equitable manner that recognizes the contributions of the inventors and the institution as well as those of other stakeholders and that both Intellectual Property (IP) and other products of research are made available to the public through an efficient and timely process of technology transfer. Finally, it establishes standards for determining the rights and obligations of the TORNADO partners, the creators of intellectual property and their sponsors, with respect to inventions, discoveries and work created.

If necessary, the GA may establish an IPR Committee (IPRC) to deal with intellectual property that either is introduced to the project by a partner or produced as a work package outcome. In this case, the IPRC is responsible for the definition of access rights and licensing (if required so) of the project results.

The TORNADO partners establish various Open Access policies: supporting authors in retaining their rights to provide access to published articles, providing official repositories, and making the bibliographic metadata that identify the deposited publication available, as stated in the Grant Agreement section 1.2.9. Adoption of open science practices.

2.5. Conflict resolution, consensus building and corrective actions

Conflict prevention techniques are implemented to avoid problems that might occur during the project implementation and decision-making. At the partner level, each partner carries out the assigned tasks independently, developing and organizing the best strategies to fulfil the assigned objectives. During conference calls and meetings, each partner outlines the progress made and propose strategies for upcoming tasks. If conflicts arise during this process, the reaction will be swift and according to the nature of the conflict. Identified responses are:

- Withdrawing / Avoiding: retreat from potential conflict situation.
- Smoothing / Accommodating: emphasizing areas of agreement rather than areas of difference.
- Compromising: searching for solutions that bring a degree of comfort and satisfaction to all parties.
- Collaborating: incorporating multiple viewpoints and insights from various perspectives that lead to consensus and shared commitment.
- Forcing: pushing the coordinator's viewpoint, as this is the entity with the main responsibility.

In any event of conflicts, those are communicated to the PC for mediation and resolution. The PC will employ a fact-finding exercise to investigate the circumstances, following the identified responses, and prepare at least two scenarios for conflict resolution on which it will be decided upon in the GA (correspondence session). The Chair of GA is empowered to have the veto in case of consensus among the GA members cannot be reached. Meanwhile, if necessary, an extra WPLG meeting will be organized to solve such a problem and limit the impact for the Project. When serious disputes arise, red-flag procedures can be initiated by any member of the consortium after alerting the PC about the issue that needs resolution.

2.6. Effectiveness of the proposed management structure

The proposed management structure leads to an effective and efficient implementation of the proposed project for several reasons:

- Its small size allows decisions to be reached quickly and implemented as soon as they are reached.
- By including all core partners in the main decision-making body (i.e., the General Assembly) we give all the partners the right of participation, a feeling that they do not only contribute to the technical work, but that they also have a direct and immediate saying in the governance of the network, a feeling that they themselves are responsible for the future of the project. This usually works as an invaluable incentive for people to work harder towards achieving the goals of the project.
- We expect that the management structure enables them to achieve another success in the implementation of TORNADO.
- The operation of GA, RDLG, WPLG, CDM, TM, PO, PC and EAB safeguards and ensures the high quality of the project's results.

3. Document Management & Communication

Microsoft SharePoint ([TORNADO EU Project - Home](#)) was selected as the repository of the TORNADO documents.

The PC is responsible for maintaining the following on the server:

- Quarterly Reports
- Cost Claims
- Meeting Agendas
- Meeting Presentations
- Meeting Minutes/Action Items
- Teleconference Meeting Minutes
- Annual Project Reports
- Contractual Documentation
- Deliverables
- Technical Reports
- Technical Papers

3.1. Language

The official document and emails language is English. In case of official deliverables, effort shall be made to have a native English speaker review the deliverables when possible.

3.2. Web Server

The web server has been set up and hosted by NSB, as directed by D7.1 (see Table 9). The domain name registered for the project is TORNADO.eu. The web server consists of a public part which is accessible by all visitors. The consortium will also consider a password protected part, if necessary, which will be accessible only by the TORNADO partners. The public deliverables list will appear at the public part. The confidential deliverables will be kept in SharePoint.

3.3. Document Templates

The Dissemination Leader – NSB with the support of the PO – ITML CY has created templates for different uses within the project, which are all available in the project [SharePoint](#).

For documents such as deliverables, Microsoft Word templates have been provided. It can be found in the project SharePoint repository as TORNADO_Deliverable_template.docx. Furthermore, for project-related presentations in external events as well as internal meetings, a PowerPoint template was created. It can be found in file TORNADO_Presentation_Template.pptx in the Sharepoint repository. For the corresponding minutes-of-meeting, the following document has been created by the PM: TORNADO_Minutes_template.docx. For the deliverables peer review process, the PO has created an internal review plan, where partners have been assigned to peer review TORNADO deliverables (See Table 9). A peer review template has been created for this purpose and can be found in the shared repository as XX.TORNADO_InternalReview_template.docx. Finally, a template for meeting agenda (TORNADO_Agenda_template.docx) has been developed. All templates will be updated as needed

throughout the project, and additional templates will be created if necessary to address emerging project requirements. Examples of aforementioned templates can be seen in the Appendix A – templates section.

3.4. Document Exchange Methods

Documents are exchanged primarily via upload to the SharePoint repository. After a successful document upload, the partner should also send an email with the document title and link. In case document uploading is not feasible or desirable (e.g., short-lived documents), email exchange will take place instead.

3.5. Document Naming

Proper document naming is required to keep track of the project technical and administrative resources. The official deliverable is named using the naming format TORNADO Di.ii YYYYMM.ext, where i and ii are the numbers designating the deliverable as per the DoA, YYYYMM (year and month), and ext is the extension (.docx, .pdf, .ppt, .xls, .zip, .exe).

3.6. Documentation Tools

For documents processing, the following tools are recommended:

- Document Processing: Microsoft Word (2010 or newer, for Mac or PC)
- Spreadsheet Processing: Microsoft Excel (2010 or newer, for Mac or PC)
- Presentation Processing: Microsoft PowerPoint (2010 or newer, for Mac or PC)
- Portable Document Format: Adobe Acrobat (2010 or newer, for Mac or PC) In case a partner aims to use a different software tool, they must ensure that the outcome is compatible with the above tools.

3.7. Internal Communication

Ensuring good communication among project partners and towards outside entities represents a key of success for the project and a fundamental practice to manage the project properly. The establishment of a fast, reliable and easily accessible communications infrastructure is vital to the proper operation of a European project. This can only be achieved through the proper use of electronic communications (e.g., email, web-based exchanges). The project's website will also be used to enable fast and efficient exchanges of information. The main communication channels of TORNADO are:

- Email
- web-based services/chats
- SharePoint
- bilateral telephone/VoIP calls
- telephone conferences
- voice teleconferences supported by desktop sharing tools (e.g., Adobe)
- physical meetings

The internal communication includes physical biannual plenary meetings, starting with the 2-day kick-off meeting to guarantee in depth knowledge exchange. Meetings are accompanied by monthly

teleconferences to discuss project progress and to take decisions. Also, TORNADO heavily relies on the exchange of emails and the use of the SharePoint repository for document collaboration and other tasks. The advantages of these tools lie in their functions of allowing the sharing of documents (also tracking different versions), contact details, whiteboards, discussion rooms etc. External communication includes the dissemination of all project results through publications, the project website, conferences, events, the EAB and the establishment of links with relevant projects and SME associations. It is well known that systematic and timely implementation of information flow is central for any Consortium-based project. Nevertheless, information overload should obviously also be avoided. The communication flow between TORNADO members will be implemented by:

- Periodic meetings of the General Assembly
- Monthly meetings of the WPLG and the whole consortium
- Regular meetings of the RDLG
- Individual working meetings of members of each WP
- Phone and e-mail interchanges (day to day cooperative working infrastructure)

The PO will be in a day-by-day communication and have the duty to communicate on a systematic and frequent basis. All ordinary messages related to a certain WP are communicated among all partners involved in that WP. Any special issues or problems rising within a WP are going to be forwarded to the WP leader and to the board of WPLG and RDLG. Obviously, this formal and detailed hierarchical communication flow, does not exclude by any means ad hoc direct communication between any partner participants, whenever this is important for the project success. The experience in running research projects and having previously worked together successfully and with good relationships almost ensures the avoidance of problems regarding communication and information flow along the development of the TORNADO Project. ITML CY has set-up and maintains the following email lists: TORNADO - tornado@lists.itml.space for all members working on the project. This list is used for discussing all matters of the project.

We have tried to keep a flat mailing list structure on purpose. We opted to have one general mailing list for everyone to keep everyone involved and updated on the work taking place in TORNADO. However, a contact list available on the SharePoint repository highlights participants that should be contacted depending on the subject which can be work package related, legal, financial etc. In case a new participant needs to be added to a list, send an email to: polyviap@itml.com.cy and copy nikolaou@itml.gr. The member list will also be examined every 6 months to determine who should be added or removed.

4. Resource Management, Reporting and Deliverables

Resource and technical progress are monitored at key milestones (M11, M22, M35, and M43), aligning with official reporting periods and review meetings:

- Reporting Period 1: M1–M21
- Reporting Period 2: M22–M34
- Reporting Period 3: M35–M42
- Review Meetings: M11, M22, M43

To ensure continuous and efficient monitoring, internal technical reports are conducted to provide accurate estimations of resource expenditures and project developments. Signed cost statements and official reports are submitted to the PC at the following milestones:

- M22-M23 – Closure of Reporting Period 1 (M21 – September 2026)
- M35-M36 – Closure of Reporting Period 2 (M34 – October 2027)
- M42 – Final reporting after the closure of Reporting Period 3 (June 2028)

To enhance transparency and progress tracking, additional internal interim reports will be conducted during:

- M09–M10
- M28–M29

These interim reports will follow the same structure and format as the official reports to ensure consistency in project evaluation and reporting.

4.1. Internal periodic reports

The internal periodic reports should be sent to the PC five (5) working days after the end of the interim reporting period. An appropriate template will be created by the PC for these purposes. The reports will include at least the following issues:

- Major achievements per partner
- Progress per work package
- Status of deliverables
- Deviations from the workplan
- Project Meetings/Teleconferences attended
- Conferences/Standardization Meetings Attended
- Status of publications
- Status of talks given by the partner
- Any other important achievements related to the project

4.2. Cost Claim Reports

The Cost Claim reports are sent to the PC and the WPL five (5) working days after the end of the reporting period for the technical issues, and 2 weeks for the financial part. The PC provides the appropriate template. The Cost Claim Reports include at least the following issues:

- Planned Resources per activity per work package
- Actual Resources per activity per work package

- Cumulative Resources per activity per work package
- Consumables
- Travel Expenses
- Hardware/Software expenses
- Audit Reports.

4.3. Responsibility Assignment

The PC and PO assign and manage the WPLs to achieve the objective of each WP. The PC will keep an action items list detailing the open issues of the WP, task, the deadline, the partner that has been assigned the task, a small description, and the issue status (open, assigned, closed, postponed, delayed). The tasks are assigned to the partners based on their contributions to the DoA, their area of expertise and their resources in the project as reflected by the relevant Person Months.

4.4. Deliverables

Project deliverables to the EC (except for the Periodic or Final Reports) serve as the outcome of Work Package technical progress. They consist of a combination of documents such as written reports as well as potential non-document prototype releases. The EC requires that all non-document deliverables be documented appropriately as a written report. The intention of the deliverable review process is to ensure that the document has been reviewed by a broad spectrum of individuals, see Table 9 for list of deliverables and corresponding deliverable leaders and internal reviewers.



5. Quality Assurance Plan

The Quality Assurance Plan (QAP) is designed to ensure both the quality of project deliverables and the effectiveness of the deliverable review process. Its goal is to establish a robust framework for quality control and a reliable approach to delivering outputs that meet their intended purpose. The QAP outlines the key principles and procedures that must be followed to maintain high standards throughout all phases of the project. Here, we summarize these core principles to ensure quality is upheld at every stage.

5.1. Roles and responsibilities

The following roles are involved in the quality assurance plan.

- The PC is accountable for formally approving the version to be sent to the EC.
- The PC and TM are responsible for setting the mechanism for reviewing progress against the quality assurance criteria, for setting the quality assurance criteria for the deliverables (section 5.1.4), and for coordinating and providing guidance for the evaluation activities of the deliverables.
- The TM is responsible for the scientific and technical cohesion and excellence of the project.
- For each deliverable, the Deliverable Leader is responsible for the overall quality of the deliverable and for ensuring that all comments of the internal reviewers (Table 9) are properly addressed. Each partner is responsible for the quality of their contribution in the deliverable.
- Internal Peer Reviewers are the TORNADO partners responsible for the completion of the internal review of the deliverable (prior to sending it to the EC).

5.1.1. Deliverable Preparation, Internal Review and Approval Process

The main editor of each deliverable is the corresponding Deliverable Leader (Table 9). For each deliverable, two reviewers -ideally with no involvement in the specific deliverable- are appointed by each WPL. The internal reviewers should inspect the deliverable and provide comments to the Deliverable Leader. These comments are sent to the author inline as part of the working document with revisions marked up, using the “track changes” feature, whenever possible. A review summary should also be submitted through the dedicated Peer Review Document, which is kept in the same folder as the deliverable template in the project’s file repository (SharePoint) for quality assurance purposes. Table 9 below lists the deliverables for TORNADO along with the internal reviewers assigned by the WPLs. To avoid the same partner assessing numerous deliverables at once, internal reviewers may be shifted as the project develops.

Table 9. TORNADO’s deliverables, deliverable leaders and internal reviewers

WP	Deliverable No and Name	Leader	Due Date (month)	Internal reviewer 1	Internal reviewer 2
WP1	D1.1 Project reference manual and quality plan	ITML CY	3	HUA	HKP and NSB

WP1	D1.2 Data Management Plan and IPR protection strategy - first version	ITML CY	6	UPC	UWB
WP1	D1.3 Data Management Plan and IPR protection strategy - final version	ITML CY	42	UPC	UWB
WP1	D1.4 Legal/ethical framework, societal impact assessment and innovation report - first version	VUB	8	HUA	IIT
WP1	D1.5 Legal/ethical framework, societal impact assessment and innovation report - interim version	VUB	21	HUA	IIT
WP1	D1.6 Legal/ethical framework, societal impact assessment and innovation report - final version	VUB	42	K3Y	IIT
WP2	D2.1 End-user requirements - first version	HKP	10	INTRA	UWB
WP2	D2.2 End-user requirements - final version	HKP	26	INTRA	UWB
WP2	D2.3 Pilot scenarios and planning - first version	SRA	20	VUB	ITML CY
WP2	D2.4 Pilot scenarios and planning - final version	SRA	35	VUB	ITML CY
WP2	D2.5 Pilots execution, system acceptance and evaluation report - first version	FORTH	32	HUA	HMU
WP2	D2.6 Pilots execution, system acceptance and evaluation report - final version	FORTH	42	HUA	HMU
WP3	D3.1 Task planning, SLAM and communications - first version	UPC	18	ITML CY	HUA
WP3	D3.2 Task planning, SLAM and communications - final version	UPC	34	ITML CY	HUA
WP3	D3.3 Navigation, manipulation and safety management - first version	UWB	21	K3Y	INTRA
WP3	D3.4 Navigation, manipulation and safety management - final version	UWB	38	K3Y	INTRA
WP4	D4.1 Adaptive AI and FM adjustment mechanisms - first version	IIT	20	FORTH	UPC
WP4	D4.2 Adaptive AI and FM adjustment mechanisms - final version	IIT	38	FORTH	UPC
WP5	D5.1 Audiovisual perception, human awareness and HRI - first version	HUA	18	IIT	UWB
WP5	D5.2 Audiovisual perception, human awareness and HRI - final version	HUA	34	IIT	UWB
WP5	D5.3 Human factors analysis	FORTH	34	ITML CY	HMU
WP6	D6.1 System specification and design	INTRA	20	ITML CY	HMU
WP6	D6.2 Robot, communications and cloud infrastructure integration - first version	K3Y	22	FORTH	HMU
WP6	D6.3 Robot, communications and cloud infrastructure integration - final version	K3Y	36	FORTH	HMU

WP6	D6.4 System integration and validation - first version	INTRA	27	IIT	UPC
WP6	D6.5 System integration and validation - final version	INTRA	42	IIT	UPC
WP7	D7.1 Project Web presence	NSB	3	ITML CY	HKP
WP7	D7.2 Dissemination, communication and clustering plan/activities - first version	NSB	18	ITML CY	SRA
WP7	D7.3 Dissemination, communication and clustering plan/activities - interim version	NSB	30	ITML CY	HKP
WP7	D7.4 Dissemination, communication and clustering plan/activities - final version	NSB	42	ITML CY	HKP
WP7	D7.5 Exploitation plan and project uptake - first version	K3Y	12	ITML CY	VUB
WP7	D7.6 Exploitation plan and project uptake - interim version	K3Y	24	ITML CY	VUB
WP7	D7.7 Exploitation plan and project uptake - final version	K3Y	42	ITML CY	VUB
WP8	D8.1 AI - Requirement No. 1	ITML CY	21	FORTH	UPC

As indicated in Table 9 each deliverable is examined by the internal reviewers. Peer reviewers need to review the deliverable and inform the WPL and the author when the review is finished. Subsequently, the Deliverable Leader addresses the reviewers' comments, and it is finally approved by the PM, who submits the deliverable to the EC website.

5.1.2. Procedure and Timing

As indicated in Table 10, the deadlines (see column when) are indicative but strongly recommended and correspond to a minimum number of weeks in advance of formal submission deadlines. They may be customized, in agreement between the role bearing responsibility (who) and the roles monitoring adherence to each step (what), for documented reasons, such as the size of the deliverable, actual work progress or other unforeseen circumstances. In all cases, however, deliverables should be ready at least one week in advance of their formal deadlines. It is expected that each deliverable will use its own dedicated space on the shared SharePoint repository, where draft versions, final versions before review, reviews, and final version to be submitted will be uploaded and stored. It is particularly important that all partners make active use of SharePoint. It is expected that Deliverable Leaders will keep uploading draft versions of their deliverables on a regular basis to help other partners stay in touch with ongoing work and how it develops, identify any possible issues early, and so on.

Table 10. Overview of deliverable preparation, review and submission process

Step	When	Who	What
1	8 weeks	Deliverable Leader	Sets up the deliverable structure – Table of Contents (ToC) and coordinates the creation of the deliverable.

	4 weeks		Sends the draft to the WPL for a 1 st review.
2	2-4 weeks	WPL	Evaluates the deliverable and either accepts it and forwards it to the TM and PC/PO (copying the Deliverable leader) for peer review or returns it back to the Deliverable Leader with recommendations
3	2-4 weeks	Deliverable Leader	Addresses any feedback from the WPL and sends the latest version to the TM and PC/PO (copying the WPL)
4	2-3 weeks	TM & PM	Evaluates the deliverable and either forwards it to the pre-assigned peer reviewers or returns it to the Deliverable Leader with recommendations
5	2 weeks	Internal Reviewers	Provide comments / feedback to Deliverable Leader, copying TM & PC/PO.
6	1-2 weeks	Deliverable Leader	Submits final version of the deliverable for submission to PC, copying WPL, TM. WPL and/or reviewers need to confirm that the review comments have been addressed before the Deliverable Leader submits the deliverable to the PC.
7	1-2 weeks	PM on behalf of PC	Approves and uploads the deliverable to the EC services.

5.1.3. Document Deliverable Template

To assure consistency and uniform appearance a universal MS Word template is used for all deliverables (available on project SharePoint). The template defines a series of quality controls for project deliverables and provides a series of features that enhance quality of the documents, such as:

- a formal front page with all the necessary logos and project/document information,
- appropriate headers and footers providing useful document and document navigation information,
- all necessary disclaimers and copyright information,
- a concise overview of all document information,
- a table presenting all document history (changes) from the initial draft to the final document,
- a table of contents and lists of figures and tables,
- an executive summary of the document,
- acronyms and abbreviations table, and
- a uniform formatting template.

5.1.4. Deliverable Quality Assurance Criteria

To assure consistency and uniform appearance a universal MS Word template will be used for all deliverables (see Section 3.3). The template defines a series of quality controls for project deliverables and provides a series of features that enhance quality of the documents, such as:

- a proper front page with all the necessary logos and project/document information,
- appropriate headers and footers providing useful document and document navigation information,
- all necessary disclaimers and copyright information,

- a concise overview of all document information,
- a table presenting all document history (changes) from initial draft to final document,
- a table of contents and lists of figures and tables,
- an executive summary of the document,
- acronyms and abbreviations table, and
- a uniform formatting template.

Table 11 provides a list of quality indicators, approved by the PM and TM, in the form of a checklist to be completed by the internal reviewers. This checklist forms the basis of the Deliverable Review Sheet that will accompany each deliverable.

Table 11. Internal Reviewers checklist.

Aspect	Indicators
Relevance	The deliverable is relevant to TORNADO and to the particular WP activities.
Methodological framework soundness	Results are based upon a clear methodology, involving users' test, expert opinions, etc.
Quality of achievements	Results are of high value and as expected.
Quality of presentation of achievements	Results are adequately explained and commented. The deliverable's contributions to the project's scientific/business objectives and the introduced novelties are concisely described, in terms of added value from the scientific/business/technical perspectives.
Deliverable layout / spelling / format	FORMAT: The deliverable complies with the project's deliverables template formatting; (i) the ToC, lists of abbreviations, tables, and figures have been inspected for errors/omissions; (ii) the correct spacing, numbering, and page breaks have been checked for all pages; (iii) the references comply with the Harvard Citation Style. The bibliography is formatted correctly, and all references are cited in the text; (iv) appendices are identified in sequence by number or letter. LAYOUT: The deliverable includes all necessary chapters; (i) it has a 1-page Executive Summary which clearly summarizes the deliverable's findings along with the potential scientific, technical, or business value; (ii) the deliverable's objectives are clearly stated in the introductory section. More specifically, the document should contain a brief and concise introduction (1-2 pages long) where the purpose and scope, the relation to other Work Packages/Deliverables, the contribution to WP and project objectives, and the document's outline are clearly stated; SPELLING: (i) language usage is appropriate for the audience, the text is clear and concise, the grammar and overall writing style are of high quality, and the grammar/spelling checks are complete;
General comments	These refer to any issue not covered by the particular topics below. They may refer to thoroughness of general contents, correspondence of the reported work to the project's objectives as in the Description of Action and correspondence to the general programme objectives.

5.2. Technical Advancement Management aspects

5.2.1. Monitoring and Planning of Technical Activities

Technical Advancement Management (TAM) is responsible for overseeing the technical progress of the project, ensuring all activities are aligned with predefined technical objectives. This involves the implementation of detailed monitoring mechanisms, including continuous tracking of development milestones, performance metrics, and adherence to established specifications. TAM ensures technical requirements and quality standards are clearly defined, documented, and followed throughout the project lifecycle. A structured approach to planning and scheduling technical tasks is maintained, with a focus on optimizing resource allocation and managing task dependencies to prevent delays and ensure on-time delivery of technical milestones.

5.2.2. Technical Risk Management and Contingency Planning

TAM employs a rigorous technical risk management strategy, identifying potential risks related to system integration, component failures, or unforeseen technical issues. This includes detailed analysis of potential failure points, such as hardware/software incompatibilities, performance degradation under specific conditions, and environmental factors affecting system behavior. Contingency planning is executed by formulating precise mitigation strategies for each identified risk, ensuring timely intervention and minimal disruption. Continuous monitoring of technical progress allows for early detection of deviations, enabling corrective actions to be swiftly applied, preserving project stability and minimizing the risk of significant setbacks.

5.2.3. Technical Quality Assurance and Compliance

TAM is responsible for developing and enforcing a comprehensive QAP, ensuring all technical activities conform to specified performance, reliability, and compliance standards. The QAP outlines the methodologies for rigorous testing, including validation protocols, benchmarking, and performance evaluations that assess both individual components and system-level integration. Compliance with both internal quality objectives and relevant industry standards (e.g., EU regulations) is a core function of TAM. Through continuous quality checks, the project ensures the delivery of technically sound, high-performance solutions that meet the established functional and regulatory requirements.

6. Risk management

Risks for the implementation of the project as well as the procedures to be followed to mitigate them in case they materialize, as identified in the beginning of the project, and listed in the Grant Agreement, are described in Table 12.

Table 12. List of Project Risks as per TORNADO Grant Agreement

Risk No.	Description of risk	WP No.	Risk mitigation measures
1	Low quality of project results or too ambitious project objectives	WP2, WP7, WP1, WP3, WP5, WP4, WP6	A thorough internal reviewing process for all project deliverables, activities and reports will ensure high quality results and timely identification of targeted quality deviations. Project objectives will be revisited periodically by the GA, while external experts from the Advisory Board will act as a corrective body
2	Delays in task completion or disharmony in partner collaboration	WP2, WP7, WP1, WP3, WP5, WP4, WP6	The work plan of the project has been carefully defined, and the partners have a lot of experience in participating in R&D projects. The management team will adopt a proactive approach, by identifying all critical paths in the project and rescheduling if necessary.
3	Processing of data from which sensitive information can be inferred	WP2, WP7, WP1, WP3, WP5, WP4, WP6	Relevant guidelines will be established early in the project (T1.3), based on applicable laws/ regulations, and their implementation will be continuously monitored. If necessary, privacy preserving methods will be deployed (e.g., face de-identification).
4	Difficulties to integrate robotic solutions into end user procedures; user acceptance issues	WP2	A continuous monitoring approach shall ensure early focus on related acceptability challenges. Human-centred design and active participation of stakeholders to system definition development will ensure focus on user needs (T2.1). In all UCs, the AMRs will have clearly defined roles/functionalities and will be integrated not as replacements for human employees/caregivers, but as support/relief technology. T2.5 will explicitly measure user acceptance during the first round of pilots and provide timely relevant feedback.
5	Inefficiency of the employed hardware to meet application requirements	WP6	The project UCs have been thoroughly analysed so as to clearly identify the particularities of the selected application cases and inform the selection and integration of hardware components. In case any issues arise, T6.1 will identify suitable alternatives to serve as backup solutions for T6.2-T6.3, while technical partners will proceed with research using their existing owned equipment until all issues are resolved
6	Project DNNs/FMs do not achieve specified	WP3, WP5, WP4	Efforts of relevant partners will intensify for exploiting properly adjusted public datasets and

	performance due to lack of sufficient training/finetuning data		end-user data, manually constructing new annotated datasets, as well as employing transfer learning, data augmentation and photorealistic simulators to derive synthetic data. FM adaptation methods developed in WP4 will be exploited to circumvent any remaining issues.
7	Errors in robot planning due to imprecise background knowledge or scene perception.	WP3	The components developed for handling robotic planning activities have dependencies on multiple other system modules and procedures, while also being prone to facing runtime difficulties in the real experimental setting. Thus, module integration/evaluation will be a high priority from the start.
8	Risks stemming from failure of the AI methods supposed to guarantee AI safety/reliability	WP3	XAI methods (T5.4) and inherent provisions of T3.4 will be applied to the SAM module, to identify potential gaps/failures. Additionally, relevant notifications will allow the high level remote human supervisor to manually override the AI-enabled SAM module during deployment, in case it fails.
9	Some AMR methods do not satisfy all system requirements at the specified TRL	WP3, WP5, WP4	Alternative algorithms or hardware modifications will be tried.
10	The AR system proves cumbersome	WP5	Care will be taken to make all TORNADO functionalities also available through a mouse operated Web interface, even at reduced immersion.
11	The exploitation plan seems ineffective	WP7	Specific actions and proactive behaviours are foreseen in WP7, as part of the overall exploitation plan, to ensure that, during project lifetime, all partners remain aligned with the committed individual plans, while constant monitoring, control of the planned activities and consistent internal reporting in periodic meetings will be performed as well.
12	Stakeholders outside the project are not interested	WP7	Stakeholders will be contacted early in the project, through the various communication activities to raise interest throughout the scientific and end-user communities.
13	Key person leaves the project	WP2, WP7, WP1, WP3, WP5, WP4, WP6	Consortium partners are involved in the related areas with more than one staff members, ensuring an immediate substitution. Furthermore, the project as whole has technical excellence in related disciplines spread across the partners, providing additional substitution possibilities.
14	Partner withdraws from the project	WP2, WP7, WP1, WP3, WP5, WP4, WP6	This unlikely event would only have a temporarily disruptive effect, since the consortium is well balanced with a balanced complementarity and overlap of competences, simplifying allocating any affected tasks to another partner. Otherwise, the flexible management structure allows the quick

			inclusion of new partners in the consortium if necessary.
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7. Conclusion

The TORNADO's project handbook aims to specify all procedures within the project's lifecycle, including

- general internal management procedures and roles,
- decision mechanisms,
- communication between partners,
- partner's contact information,
- document management, including deliverable review and submission procedures (as part of the project's quality assurance plan),
- procedures for dispute resolution,
- reporting procedures and template.

The project handbook should be used by all TORNADO partners as a reference manual during the implementation of the action.



8. Appendix A – templates

Meeting AgendaTemplate


TORNADO

Meeting Agenda Template | Title

short subtitle

Date	
Time	
Location / Virtual link	
Facilitator	
Attendees	
Other	

Meeting Objective
The main goals or outcomes expected from the meeting.

Agenda Items
Break down the main topics to be discussed.

Topic Title 1

- Name of the discussion point.
- Presenter/Owner – Who will lead the discussion for each item.
- Time Allotted – How much time is allocated for each topic.
- Description – A brief overview or context for the agenda item.

Topic Title 2

- Name of the discussion point.
- Presenter/Owner – Who will lead the discussion for each item.
- Time Allotted – How much time is allocated for each topic.
- Description – A brief overview or context for the agenda item.

Schedule

Time	Agenda items	Presenter
9.00-10.00	Topic title 1	
10.00-11.00	Topic title 2	

Supporting Documents
List any relevant files or materials to review before the meeting.


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Meeting Minutes Template



Meeting Minutes Template | Title short subtitle

Date	
Time	
Location / Virtual link	
Facilitator	
Attendees	
Apologies / Absent	
Other	

Agenda Overview

List the main agenda items discussed during the meeting.

Topic Title 1

- Name of the discussion point.
- Presenter/Owner – Who lead the discussion for the agenda item.
- Description – A brief overview or context for the agenda item.

Topic Title 2

- Name of the discussion point.
- Presenter/Owner – Who lead the discussion for the agenda item.
- Description – A brief overview or context for the agenda item.

Discussion Summary

Agenda Item	Discussion Summary	Decisions Made	Action Items	Responsible Partner	Deadline
Topic 1	Key points discussed	Decisions made	Tasks assigned	Partner responsible	Due date
Topic 2	Key points discussed	Decisions made	Tasks assigned	Partner responsible	Due date

Key Decisions

List any major decisions agreed upon during the meeting.



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Participants List Template



Participants List - Title of the meeting -

Date	
Time	
Location	

Full Name	Organization / Partner	Attendance Status	Signature



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PowerPoint Presentation Template



TORNADO

Title

Subtitle





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HaDEA

1

Internal Review Template



Internal review report

Dx.x [Lead: PartnerX, Due date: Mxx]

Name	
Organisation	
Date	

Overall Internal Review Result

☐ Fully accepted	☐ Accepted with minor comments	☐ Rejected unless modified as suggested	☐ Rejected
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Specific peer review criteria

Relevance

"Is this deliverable relevant to TORNADO and to the particular WP activities it covers?"

Methodological framework soundness

"Are the results arbitrary or based upon a clear methodology, involving users' test, expert opinions, etc.?"

Quality of achievements

"Are the results of high value and as expected?"

Quality of presentation of achievements

"Are the results adequately explained and commented?"

Deliverable layout / spelling / format

"Does the deliverable include all necessary chapters; is it readable in comprehensive language, etc.?"



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Deliverable Template



Deliverable Dx.x

Name of the Deliverable



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