"Project Charter"

Initial Charter

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Content table

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1   Executive summary

The project "Health Information Safe and Cybersecured for All" (HISC4ALL) entails the creation of a FRAMEWORK that includes the conception and design of a common and shared guide for the health sector, as well as a software and the application process.

This project was created to address, identify, and correct security issues, gaps, and flaws in order to avoid "sniffing" or information loss due to potential security violations.

The purpose of this document is to address the project's main lines, provide guidance, and serve as a guide for the subsequent phases and activities to be carried out, specifically through the following chapters:

- Project definition;
- Project governance, organisation, and planning;
- Project risks and issues;
- Project assumptions and constraints.

The project's initial promoters/consortium are the "Instituto Nacional de Emergência Médica" (INEM) - a public ministry institution responsible for the Integrated Emergency Medical System - and PAHLDATA - a private company that provides information systems and information technology for several economy sectors like health.

The Covid-19 pandemic caused the patient's care to be urgently relocated to city homes, making health-care facilities more vulnerable to cyberattacks due to the need to perform remote diagnostics and treatments.

The Consortium identified a market need for collating potential deficiencies by incorporating an information security and cybersecurity tool into the chain. As a result of this project, the Consortium offers the market a consistent and personalised approach to monitoring, detecting, and responding to security incidents, which is managed by a team of specialists and supported by standards and "Frameworks" to ensure service conformity.

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The Consortium proposes developing an innovative "*Framework*" to assess the level of maturity of various stakeholders in the healthcare sector, who are involved in data and information sharing.

The goal is to ensure that the inter-entity interaction meets certain security requirements, which are supported by a maturity model that the entities must follow.

The primary outcomes of the project will be:

1) A "*Framework*" for information security and cyber security in the healthcare sector;

2) A training programme for implementation, operation, and usage of the "*Framework*";

3) The methodology with processes and procedures required for implementing or applying the "*Framework*" of Reference;

4) The procedures required to support the "*Framework*" of Reference's operational model;

5) The application of the HISC4ALL method (proof of concept - POC);

6) A tool that has been translated into a website to support the "*Framework*".

These results will be demonstrated using three Use Cases that are presented in a conceptual validity proof approach (proof-o-concept - POC).

The beneficiaries/"Stakeholders" targeted by the outcomes are:

- Hospitals and clinics;

- the National Health Service (NHS);

- PMEs in the healthcare industry (small hospitals, clinics, dental offices, pharmacies, and laboratories);

- Organisations with non-profit objectives (Firefighters);

- Others.

Resources:

In order to carry out this project, resources will be made available through the European Commission. This model research project will involve functional and technical consulting teams that are experts in the health sector to determine the point of departure.

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However, the core of the project will be the research and development teams, as it is they who will develop the components required to create the "*Framework*" and the tool to support information and cyber security in the healthcare sector.

2 Definitions for the Project

2.1 Vision

The project's overall goal is to:

1) Develop an innovative "Framework" with all necessary components that enables the identification of the maturity of entities in the health sector generally, and particularly in critical components of information transmission and storage between entities;

2) Having the support of qualified health sector organisations that ensure the desired results;

3) Implementing the work developed in step one's application while carrying out a proof-of-concept (POC) test to verify the work's applicability.

2.2 Objectives

Never losing sight of the POC's execution for the identified Use Cases. Two distinct types of objectives are discernible:

Functional/business:

✓ Ability to approach an organisation and assess its maturity level with regard to information security and cybersecurity while taking into account the services it offers. Whether it happens once, by department or overall;

✓ To identify and propose the necessary steps and actions, for the progression of the entity in the different maturity levels;

✓ To identify standards and eventually adapt or write others, in the context of the health sector, as a corollary of the information and research carried out within the scope of the project.

Technological:

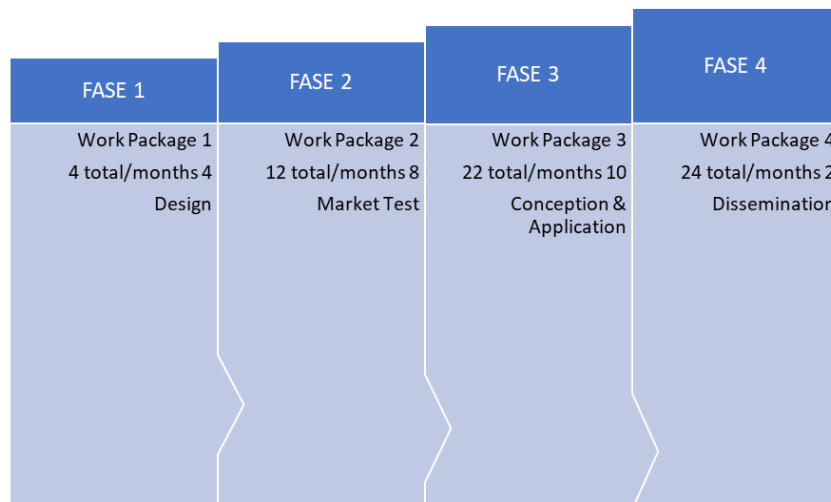Conceiving and designing a process-oriented "*Framework*" with support of a web application that:

✓ Allow the loading of information, to aggregate the controls of the most important Information Security and Cybersecurity standards, and model those controls, for the health sector;

✓ Incorporate a structured methodology, that allows the development of phases, stages and activities, that after executed, allow the qualification of the entities in maturity levels;

✓ It allows, using the loaded information (entity vs. norms), to create progression models between levels, presenting reports, maps and matrixes of actions to be developed by the entities, to reach the target levels;

✓ It allows performing simulations, in the different aspects of security, through the use of Use Cases, and obtaining results:

    a.   Action planning;

    b.   Identify capabilities and resources (human and material);

    c.   Present estimates of execution times;

    d.   Others to be identified.

2.3   Scope

In order to achieve the objectives of the previous point, a set of actions known as Work Packages were characterised and the scope of which one is presented below.

FASE 1	FASE 2	FASE 3	FASE 4
Work Package 1	Work Package 2	Work Package 3	Work Package 4
4 total/months 4	12 total/months 8	22 total/months 10	24 total/months 2
Design	Market Test	Conception & Application	Dissemination

NAME: Work Package 1 (WP1) – *Design*

DURATION: 4 months / out of 24

Objectives	Description of activities	Project deliverables

• Creation of the *Framework* for Information Security and Cybersecurity (dimensions, base lines, and security controls) based on a review of the literature, the team's professional experience, and specially crafted questionnaires and interviews.
• Realisation of a market test in its initial phase.
	• State of the Art Identification (Literature Review of Information Security and Cybersecurity in general):
	  o Literature review and document analysis of the main national and international approaches to Information Security and Cybersecurity, relevant to the design of the Framework.
	• Application of Market Research Questionnaires:
	  o Application of questionnaires and interviews to Stakeholder Entities.
	• Conception and design of the Framework V1.0:
	  o Design of the Framework Security Controls (v1.0):
	    ▪ Security Dimensions and Dimensional Controls.
	• Market Self-Assessment:
	  o Market Self-Assessment (I).
		1. First Project Report (PM);
		2. Framework v1.0.

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NAME: Work package (WP2) – *Market Test*

DURATION: 8 months / out of 24

Objectives	*Description of activities*	*Project deliverables*

• Build and describe the main scenarios and attack methods for the Use Cases defined for the health area.
• To increase/improve the Framework design version to v2.0.
• Develop the awareness and training programme for the implementation and use of the Reference Framework (v1.0).
• Analysis and design of the application to support the Framework.
	• Threat Taxonomies and Attack Methods:
	  o Analyse, obtain or develop a taxonomy of threats/methods of attack.
	• Threat Scenarios and Attack Methods:
	  o Build and describe the main scenarios and attack methods (use attack method modelling techniques and use cases).
	• Use interview techniques, EX: Interviews - FOCUS GROUPS - Use Cases:
	  o Conduct the Interviews: Focus Group (use use use cases, and specify requirements).
	• Framework Design (v2.0):
	  o Framework Security Controls Design (v2.0):
	    ▪ "baselines" by security dimension and control maturity levels.
	• Training and Awareness:
	  o Training, Awareness and Training Programme in the implementation and operation of the Framework (v1.0).
	• Design of the Application to support the Framework:
	  o Analysis and design of the Support Tool (v1.0).
	• Website:
	  o Development and launch of version 1.0 of the website.
	• Market self-assessment:
	  o Market Self-Assessment (II).
		1. Second Project Report;
		2. Framework v2.0;
		3. Training, Awareness and Training Programme on the implementation and operation of the Framework (v1.0)
		4. Software Application to support the Framework (example: Website (v1.0))

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NAME: Work package 3 (WP3) – *Conception & Application*

DURATION: 10 months / out of 24

Objectives	*Description of activities*	*Project deliverables*

• Design the process of applying the Framework.
• Implement the application of the Framework in health entities and collect lessons learned.
• Increasing and improving the preparation of the Training, Awareness and Training programme in the implementation and operation of the Reference Framework (v2.0).
• Design, Code and Test the Software Application to support the Framework (v2.0).
	• Framework Application Process:
	   o The Design of the Reference Framework Application Process.
	• Research Actions - Use of the Framework on Health Entities:
	   o Application of the Framework on health entities and collect information.
	• Lessons Learned:
	   o Collection of lessons learned.
	• Framework V.3.0:
	   o Design of the Framework (v3.0)
	• Update of the HISC4ALL project:
	   o Continuation of conception and design, start of development (coding and testing) of the software application supporting the Framework. When available, implement (HISC4ALL- Website Tool)
	• Website Upgrade + Market Validation:
	   o Website Update + Market Validation.
	• Provide a workshop in the health sector to discuss the results obtained.
	• Development of a Scientific Article (Paper).
		1. Third partial report of the project.
		2. Information Security and Cybersecurity Framework in v3.0.
		3. Training, Awareness and Training Programme in the implementation and operation of the Reference Framework (v2.0).
		4. Software Application to support the Framework (EX: Website (v2.0)).
		5. Workshop.
		6. Scientific paper.

NAME: Work package 4 (WP4) – *Dissemination*

DURATION: 2 months / out of 24

Objectives	Description of activities	Project deliverables

• Review and Validation of the final Information Security and Cybersecurity Framework for v3.0.
 • Review and Validation of the final Training, Awareness and Training Programme on the implementation and operation of the Reference Framework.
 • Review and Validation of the final Application Process of the Reference Framework.
 • Revision and Validation of the HISC4ALL Software Application (proof-of-concept execution).
	• Delivery and availability of the HISC4All Tool:
	    o Availability of the Software Framework Support Application (HISC4ALL Tool - Website v 3.0), and its Implementation Process.
	 • Communication Plan + Website v3.0 Update:
	    o Update of the website and elaboration of the Framework's communication and dissemination plan post-project.
	 • Implementation Plan:
	    o Elaboration of the follow-up plan of the Framework design project carried out.
	 • Creation of Webinar for dissemination.
	 • Final Report + Translations:
	    o Final report.
		1. Final Project Report, including:
		 - Final Structure - Final Training - Final Process.
		 2. Framework Operation Process.
		 3. Software Application of HISC4ALL (carry out a proof-of-concept POC).
		 4. Implementation plan + dissemination plan.
		 5. Website v3.0.
		 6. Webinar.

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3 Project organisation and management

3.1 Project Recipients

The recipients of the Health Ecosystem product/service are:

Recipients	Title/Information
Hospitals	_Not identified_
Institutions and Organizations of the National Public Health Service (NPHS/SNS)	_Not identified_
SMEs in the health sector: - Small hospitals; - Clinics; - Stomatologists; - Pharmacies - Laboratories; - Others.	_Not identified_
Non-profit organisations: - Firefighters; - IPSS (Private Institutions of Social Solidarity); - Other.	_Not identified_

3.2 Intervening parties/stakeholders

The main project stakeholders correspond to the heads of the entities that proposed to carry out the project, as well as the partner that supported the formalisation of the application submission to EU.

Entity / responsibility	Interest
INEM / Project coordinator	Interest in increasing Information Security and Cybersecurity, in the activities and actions of INEM.
HOSPITAL / Beneficiary	(NOT FORMALIZED UNTIL NOW)
PAHLDATA / Beneficiary	Interest in increasing PAHLDATA's visibility in the market in the area of Information Security and Cybersecurity in the healthcare sector.
European Union	Obtain through the project, the conditions to make innovative and proven instruments available to all countries of the community.

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3.3 Roles

The roles necessary for the realization of the project are structured in three areas/"Streams": Governance, Management and Execution of the project. The following table shows the actors in the management and execution area.

Id	Role	Organization	Team	Resource Name	Assignment Status	Assignment Date
1	Project Director	TBD	Global	TBD	Unassigned	--
2	Project Manager	PAHLDATA	Global	Alberto Caria	Assigned	2023.01.01
3	Quality Manager	TBD	Global	TBD	Unassigned	--
3	Technical Director	PAHLDATA	Global and special focus on Research, development and innovation	José Martins	Assigned	2023.01.01
4	Leader 1	External	Research, development and innovation	Luis Dias	Assigned	2023.01.01
5	Leader 2	External	Research, development and innovation	Agostinho Valente	Assigned	2023.01.01
6	Leader 3	External	Research, development and innovation	Jorge Custódio	Assigned	2023.01.01
7	Leader 4	External	Research, development and innovation	Carlos Alexandre	Assigned	2023.01.01
8	Security Leader	External	Research, development and innovation	António Galindro	Assigned	2023.01.01
9	Health Leader	PAHLDATA/Q	Functional/Technical Consulting	Cátia Pinto	Assigned	2023.03.01
10	Technical of Systems	PAHLDATA/Q	Technical Consulting	Carlos Margalhau	Assigned	2023.01.01
11	Healthcare Expert I	PAHLDATA/Q	Functional Consulting	Dina Martins	Assigned	2023.01.01
12	Healthcare Expert II	PAHLDATA/Q	Functional Consulting	Inês Sampaio	Assigned	2023.01.01
13	Administrative	INEM	Staff	???	???	???
14	Leader	INEM	Technical	Filipe Botas	Assigned	???
15	Technical Security	INEM	Technical	José Ferreira	Assigned	???
16	Technical Health Spatialization	INEM	Technical	Gustavo Oliveira	Assigned	???
17	Technical Health Spatialization	INEM	Technical	Diogo Rocha	Assigned	???
18	Technical Health Spatialization	INEM	Technical	Antonio Teixeira	Assigned	???
19	???	HOSPITAL	???	???	???	???
20	???	HOSPITAL	???	???	???	???
21	???	HOSPITAL	???	???	???	???

3.4 Responsibilities

The responsibilities of the main project stakeholders are described below. The detail of the remaining elements is described in the Project Management Plan, in the Resource Management Planning area.

Project Sponsor/Director

The Project Sponsor is the principal 'owner' of the project, although in this case is the project co-ordinator.

Key responsibilities include:

- Contributes to the definition and monitoring of the vision and high level objectives for the project;
- Contributes to the approval of the requirements, timetable, resources and budget;
- Authorises with the other elements of the consortium, the release of funds allocated to the project;
- Contributes to the approval of the project plan and the quality plan;
- Contributes to ensure that the main risks are identified and managed;
- Contributes to approve any major changes within the scope of the project;
- Validates the minutes of the Project Manager as well as the Project Review Group and takes action accordingly;
- Manages the resolution of issues escalated by the Project Manager / Project Review Group;
- Ensure that agreements are put into practice;
- Ensure resource involvement from health related entities (INEM / HOSPITAL) when required;
- Provides final acceptance of deliverables upon completion of the phases and the project.

Project Review Group (part of the Steering Committee)

The Project Review Group may include representatives of business and the entities or even third parties and is set up to ensure that the project progresses according to plan.

Key responsibilities include:

- Assist the Project Sponsor/"Sponsor" in defining the vision and objectives of the project;
- Could Conduct Quality Reviews prior to the completion of each project milestone;
- Support in ensuring that all business risks are identified and managed accordingly;
- Support in ensuring compliance with standards and processes identified in the Quality Plan;

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- Support in ensuring all appropriate contractual documentation is in place prior to project commencement.

Project Manager

The Project Manager ensures that the day-to-day activities undertaken on the project are in accordance with the approved project plans.

The Project Manager is responsible for ensuring that the project delivers the required results on time, within budgeted costs and to the level of quality outlined in the Quality Plan.

Key responsibilities include:

- Documenting the detailed Project Plan and Quality Plan;
- Ensure that all required resources are allocated to the project and clearly defined;
- Manage the resources allocated according to the defined scope of the project;
- Implement the management processes, in the different phases and stages, necessary for the realization of the project, namely applying the processes of the knowledge areas, in the management components:
    1) The general project plan;
    2) Project scope;
    3) The time / Schedule;
    4) Costs/Budget;
    5) Quality/Plan;
    6) Resources (human and material);
    7) Internal and external communication;
    8) Risk and contingencies application;
    9) Supply and acquisitions;
    10) Stakeholders and their expectations.
- Monitoring and reporting on project performance (e.g. scope, schedule, cost, quality and risk);
- Ensuring compliance with the processes and standards outlined in the Quality Plan;
- Reporting and escalation of project risks and issues;
- Managing project interdependencies, internal and third party;
- Making adjustments to the detailed project plan as required to provide a complete picture of project progress at all times.

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Technical Manager/Director

The Technical Manager ensures that the day-to-day activities undertaken in the execution of the project are in accordance with the approved project plans.

The Technical Manager is responsible for ensuring that the project delivers the required results on time and to the level of quality outlined in the Quality Plan.

Key responsibilities include:

- Contribute to documenting the detailed Project Plan and Quality Plan;
- Identify, define and ensure that all necessary resources are allocated to the project and clearly defined;
- Manage the assigned teams and technical resources according to the defined scope of the project;
- Implement the execution cycle, based on:
  - Best market/industry practices;
  - National and international standards;
  - Follow the solution in its conception and design, applying:
    - Architectures and functional and technical structures;
- Follow-up of the selected processes to manage the project;
- Monitoring and reporting on the performance of the operational teams in the project;
- Ensuring compliance with the processes and standards outlined in the Quality Plan;
- Reporting and escalation of project risks and issues;
- Management of technical interdependencies;
- Providing input, to make adjustments to the detailed plan as required to provide a complete picture of the technical project progress at all times.

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3.5 Organisation and Governance

3.5.1 *Project Organization*

The objective of structuring the project organisation and its publication is related to the chains of responsibility in the different phases of the project, and mainly to identify "who" does "what", and to whom they report. This presentation is not exhaustive, as elements are missing.
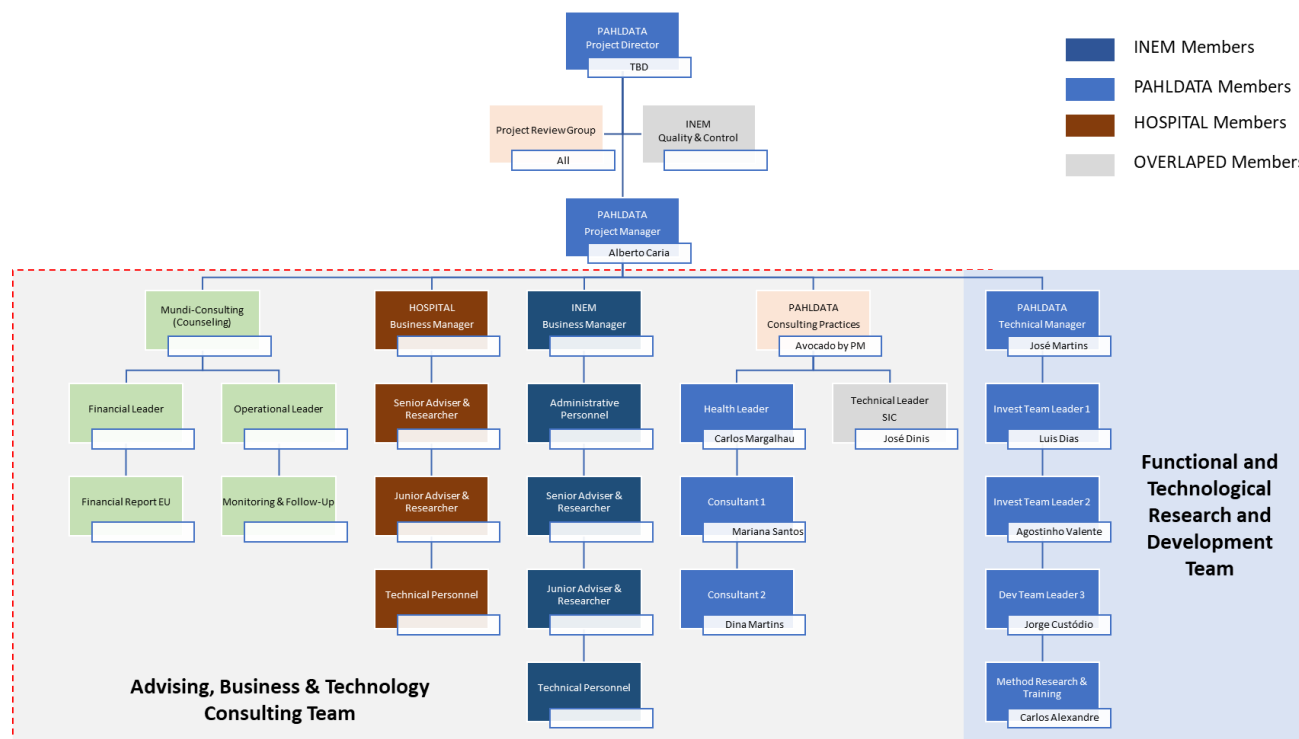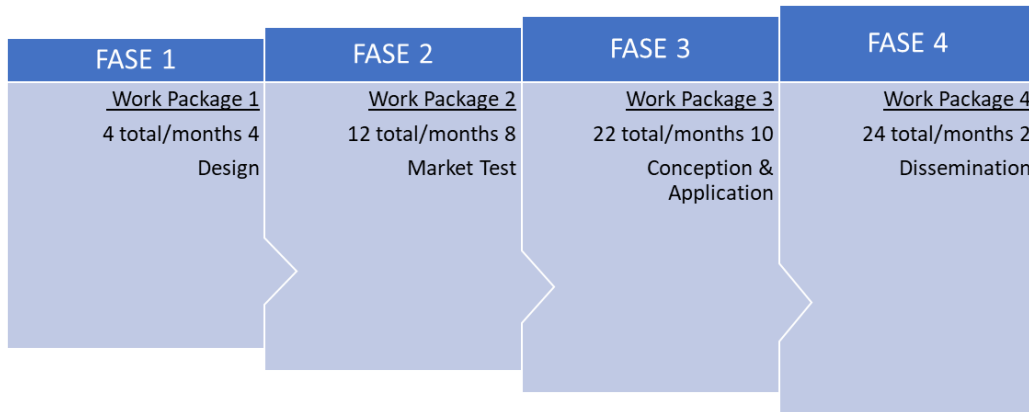
3.5.2 Project Governance

Regarding the project's governance model, the following diagram describes the communication layers and the main participants. Once again the representation that is made of the project's governance model is not exhaustive, since some entities have not yet participated in the project.
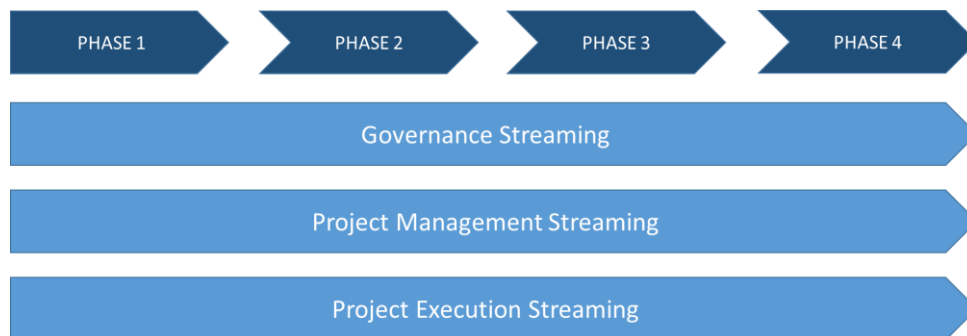
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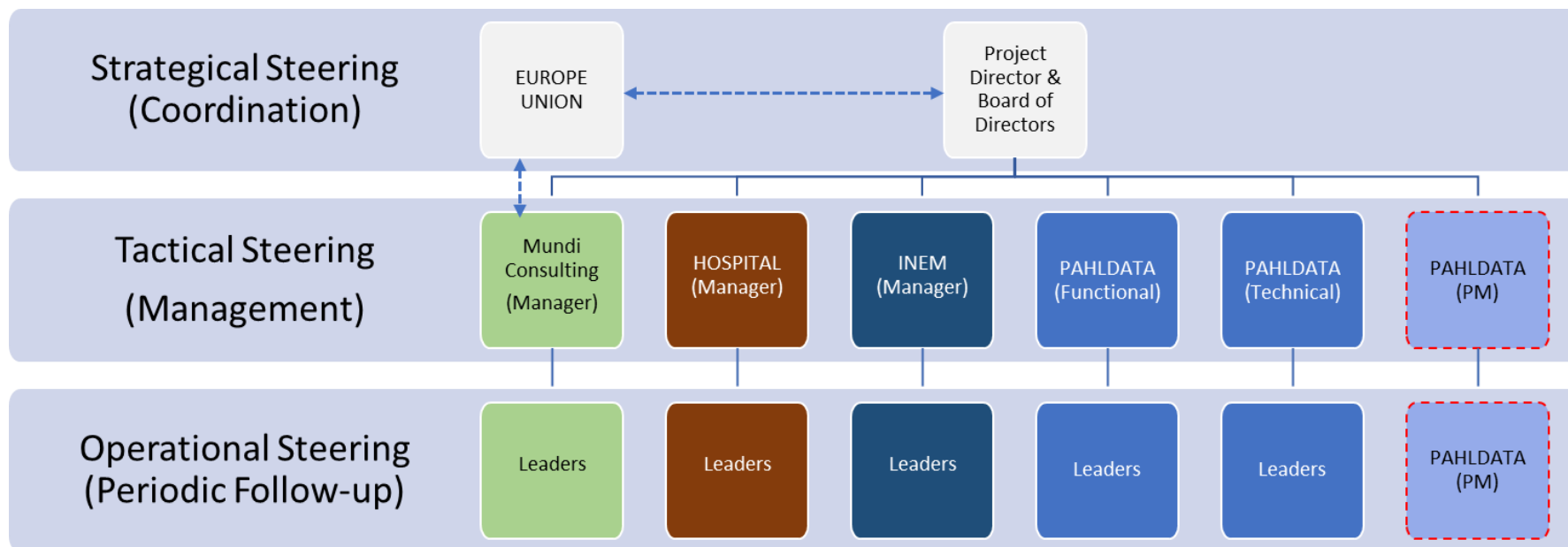
3.6   Project Management and Implementation

As described earlier, the project will have four well-demarcated phases, consisting of:

FASE 1	FASE 2	FASE 3	FASE 4
Work Package 1	Work Package 2	Work Package 3	Work Package 4
4 total/months 4	12 total/months 8	22 total/months 10	24 total/months 2
Design	Market Test	Conception & Application	Dissemination

The project management and execution model, due to the complexity and number of intervening entities, will be composed of three "Streams", identified in the following diagram:

PHASE 1	PHASE 2	PHASE 3	PHASE 4

Governance Streaming

Project Management Streaming

Project Execution Streaming

The Project Management and Execution Streams are detailed below.

3.6.1   Project Management

As project management is central to its success, the approach adopted for project management will be supported by the PMBok Guide Framework of the Project Management Institute (PMI).

As this is a working framework, the person responsible for project management will design and model the processes required for the project, without losing sight of the basic project management cycle.

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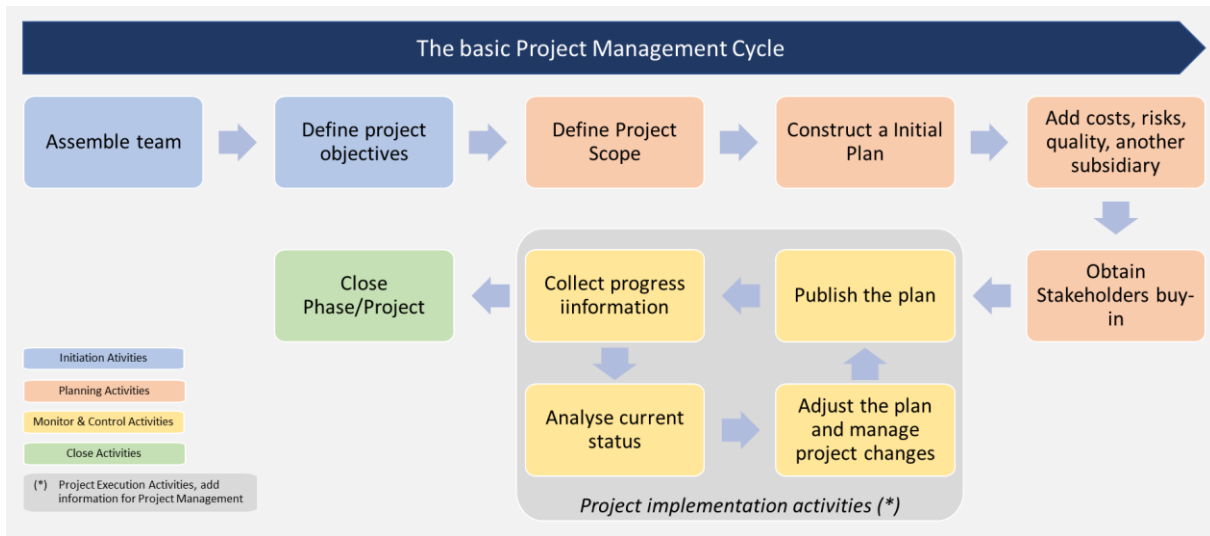
The Framework (PMBok up to sixth ed) is built on two axes:

1) composed of the group of domains and phases (Axe 1);

2) the processes of the knowledge areas (Axis 2).

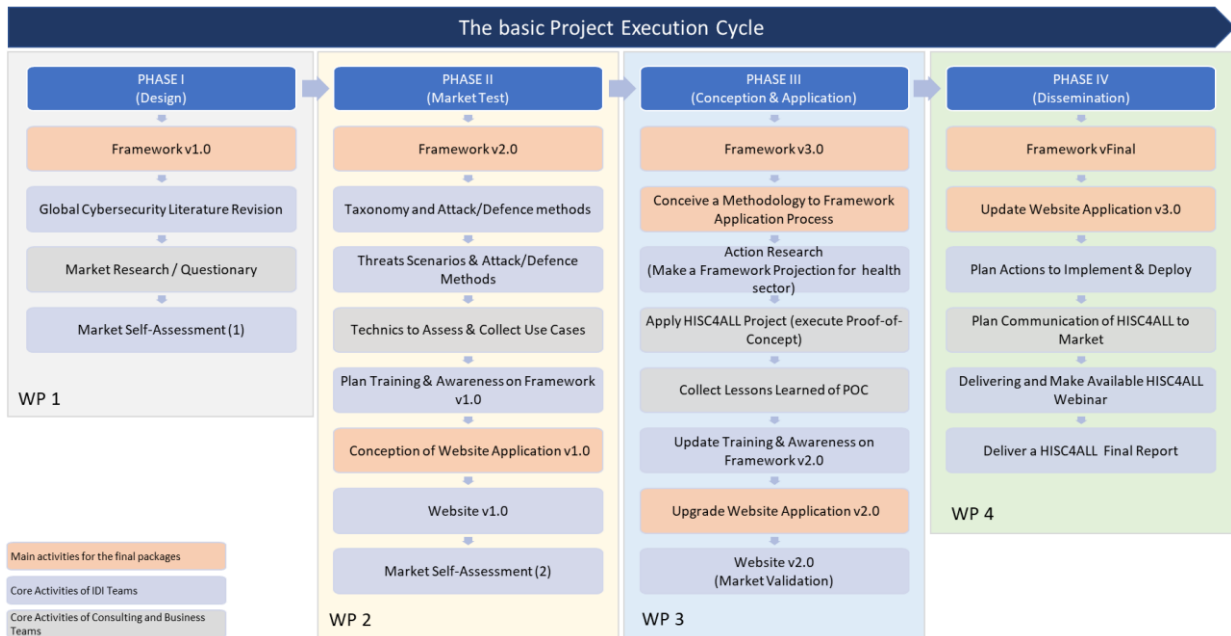| (Axis 1) / (Axis 2)	Initiation	Planning	Execution	Monitor & Control	Close
Integration Management	X	X	X	X	X
Scope Management		X		X	
Schedule Management		X		X	
Costs Management		X		X	
Quality Management		X	X	X	
Resource Management		X	X	X	
Communication Management		X	X	X	
Risk Management		X	X	X	
Procurement Management		X	X	X	
Stakeholder Management	X		X	X	

3.6.2 Project execution

In line with project management, execution is the core subject of the HISC4ALL research project. The macro view of execution is depicted in the following diagram:
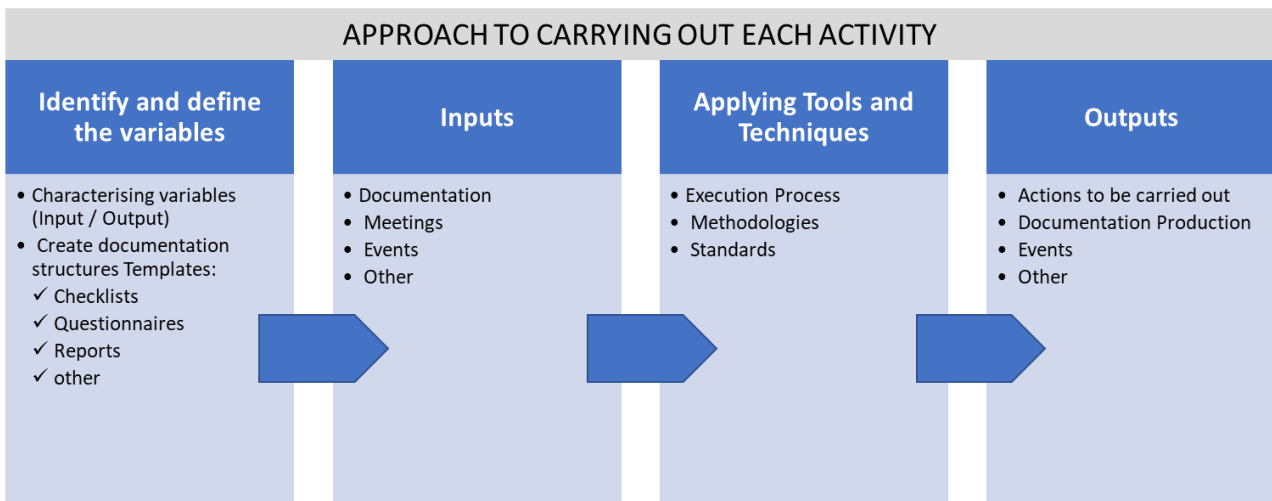
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The basic Project Execution Cycle

PHASE I (Design)	PHASE II (Market Test)	PHASE III (Conception & Application)	PHASE IV (Dissemination)
Framework v1.0	Framework v2.0	Framework v3.0	Framework vFinal
Global Cybersecurity Literature Revision	Taxonomy and Attack/Defence methods	Conceive a Methodology to Framework Application Process	Update Website Application v3.0
Market Research / Questionary	Threats Scenarios & Attack/Defence Methods	Action Research (Make a Framework Projection for health sector)	Plan Actions to Implement & Deploy
Market Self-Assessment (1)	Technics to Assess & Collect Use Cases	Apply HISC4ALL Project (execute Proof-of-Concept)	Plan Communication of HISC4ALL to Market
WP 1	Plan Training & Awareness on Framework v1.0	Collect Lessons Learned of POC	Delivering and Make Available HISC4ALL Webinar
	Conception of Website Application v1.0	Update Training & Awareness on Framework v2.0	Deliver a HISC4ALL Final Report
	Website v1.0	Upgrade Website Application v2.0	WP 4
	Market Self-Assessment (2)	Website v2.0 (Market Validation)	
	WP 2	WP 3	

Main activities for the final packages
Core Activities of IDI Teams
Core Activities of Consulting and Business Teams

Each of the project activities will be worked on in a production concept, based on the premises of the following diagram (Example):

APPROACH TO CARRYING OUT EACH ACTIVITY

| Identify and define the variables	Inputs	Applying Tools and Techniques	Outputs
• Characterising variables (Input / Output) • Create documentation structures Templates: ✓ Checklists ✓ Questionnaires ✓ Reports ✓ other	• Documentation • Meetings • Events • Other	• Execution Process • Methodologies • Standards	• Actions to be carried out • Documentation Production • Events • Other

NOTE: A basic template will be developed (in Excel), for the identification of the Input/Output variables, and the subsequent means to be used in the processing stage.

4 Project Plan

4.1 General project Plan
The plan provides a summary overview, outlining the sequence of each of the phases listed above.
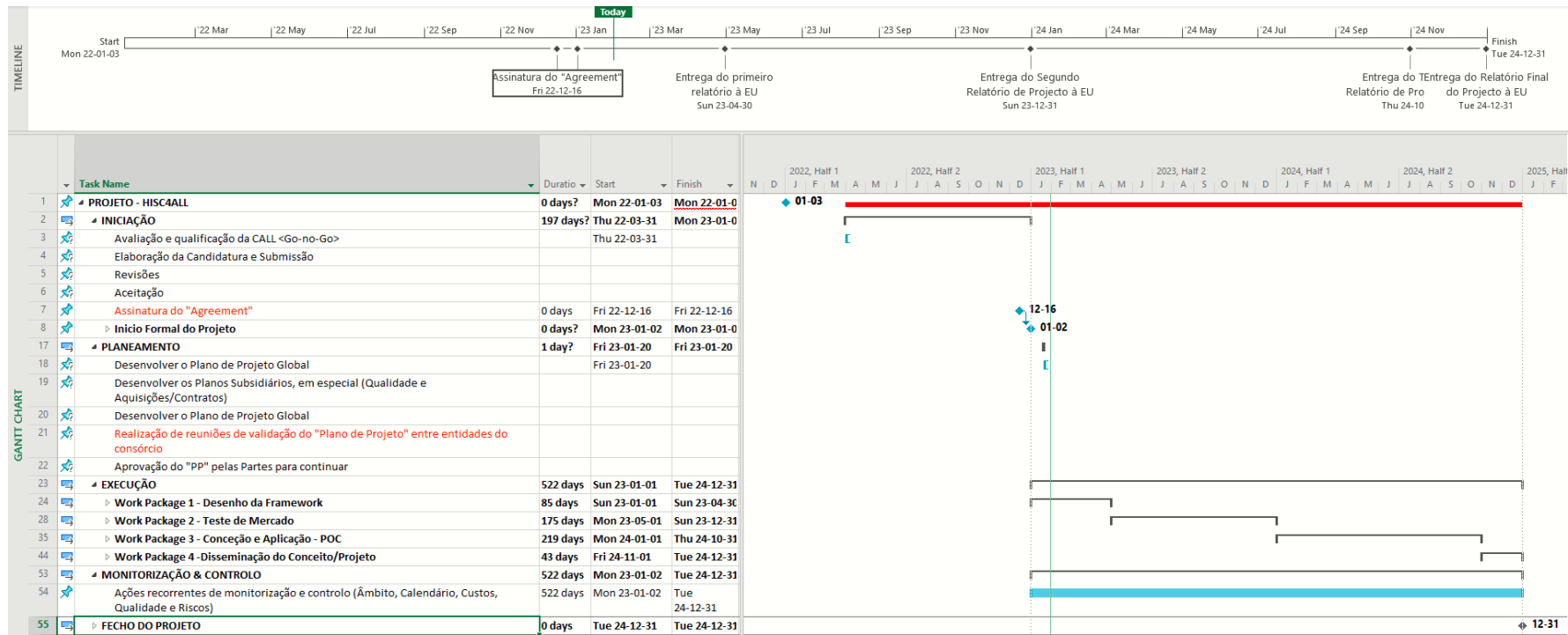
NOTE: A more detailed Project Plan will be prepared during the "Planning" phase of the project.

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4.2 *"Milestones"*

The key project milestones and required delivery dates are listed below. A milestone is a significant event or stage to be completed.

The consortium's proposed plan for the realisation of the project identifies the following critical milestones:

"Milestone"	Date	Description
Project Start	*2023.01.01*	*Critical date for the start of the project.*
First report and Framework v1.0	*2023.04.30*	✓ Delivery of the first project report ✓ Delivery of the first version of the Framework v1.0
Second report, Framework v2.0 and Website v1.0	*2023.12.31*	✓ Deliverable of the second report of the project ✓ Delivery of the second version of the Framework v2.0 ✓ Website v1.0 available
Third report, Framework v3.0 and Website v2.0	*2024.10.31*	✓ Delivery of the third report of the project ✓ Deliverable of the third version of the Framework v3.0 ✓ Website v2.0 made available
Final report, Framework vFinal, Website v3.0 Webinar	*2024.12.31*	✓ Delivery of the final report of the project ✓ Delivery of the last version of the Framework vFinal ✓ Website v3.0 made available ✓ Webinar delivery
Project Closure	*2024.12.31*	*Internal and external project closure*

4.3 Dependencies

Since this is a research project, the dependencies between activities can be considered as relative. However, the information presented in the activity execution model must be respected.

As an example, we present below the Critical Path Method (CPM) for Phase 1 of the project, which mirrors the dependencies between activities of Work Package 1.

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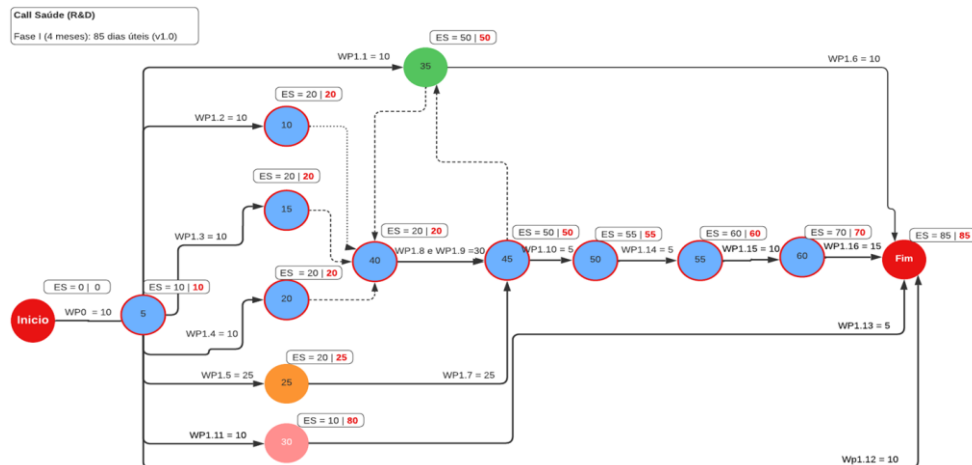
4.4 Resource Plan

The table below summarises, by way of example, the duration and effort required for each member of the project teams for Phase 1. To be developed for Phases 2, 3 and 4:

Id	Role	Days	% Effort (4 months)
1	Project Director	9	11
2	Project Manager	42	50
3	Technical Director	31	37
4	Leader. Team 1 Defence (IDI)	27,5	33
5	Leader. Team 2 Attack (IDI)	23,5	28
6	Leader. Team 3 Development (IDI)	21,5	26
7	Leader. Team 4 Methods (IDI)	19	23
8	Leader. Health Consulting	35,7	43
9	Expert Health 1 Expert Health 2	54	65
10	Leader. Security/Systems	15,3	19
	INEM Team (unknown)	??	??
	Hospital Team (unknown)	??	??

Note: A detailed Resource Plan will be developed during the "Planning" phase of this project.

4.5 Financial Plan

Summary of the approved project budget (under the Submitted Application)

Note: A detailed Financial Plan will be prepared during the "Planning" phase of this project, to be used in the Monitoring & Control phase of the project management.

4.6 Quality Plan

The following table provides a brief description of the processes to be used to ensure the success of the project. This table is not exhaustive since it may be necessary to use other processes in the context of project management or implementation management.

Note: Implementation management involves the use of other frameworks that will be detailed elsewhere.

Process	Description
Quality Management	Process that ensures the quality of the project from the beginning through the use of rules and metrics.
Change Management	Whenever there are needs for changes to the project, as long as they are within the conditions of the "Agreement".
Risk Management	Used from the beginning to identify risks and to be applied whenever there is the need to apply contingencies.
Issue/Problem Management	Capacity to manage issues or problems within the project.
Configuration Management	Capacity to manage the tool configurations in use in the project.
Document Management	Ability to manage the repositories and sharing of information within the project.
Acceptance Management	Within the cycle of deliverables (phases/stages and project), this process ensures that these actions are performed.
Procurement Management	Capacity to manage the administrative and resource acquisition actions (human and material).
Financial Management	Capacity to manage all administrative and financial aspects identified in the budget.
Timesheet Management	Capacity to manage the time commitment of resources.
Project Reporting	Ability to manage the project "reporting" actions, in the project management aspects (Scope, Schedule, Cost, Quality, Risk).
Project Communications	Ability to manage internal and external communication with the different stakeholders.

Note: A detailed Quality Plan will be prepared during the "Planning" phase of this project.

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5   Project considerations

5.1   Risks

Risks are defined as "any event that may adversely affect the ability of the solution to produce the intended results".

In the present project, the risks type that may occur are as follows:

- Strategic;
- Environmental;
- Financial;
- Operational;
- Technical;
- ~~Industrial (not applicable);~~
- ~~Competitive or Customer-related (not applicable).~~

The table below shows as example some of these risks:

Description	Probabilities	Impact	Action to mitigate
Inability to recruit qualified resources	Low	Very high	Identify timely resources that can provide services on an individual basis, with proven experience in industry/academia/other areas, and suitably qualified and skilled staff.
The technological solution fails to achieve the necessary expected results	Medium	High	To make evaluation prototypes for the initial version to prove the complete technological stack to be used.
Inability of the consortium entities to have available and qualified resources to partially or totally carry out the project activities	Medium	Medium	To evaluate in the project planning, the competencies and availability, of the teams, in each element of the consortium.

Note:

To complete this section, a formal Risk Assessment (through the documentation of a Risk Management Plan) may be required.

To reduce the likelihood and impact of each identified risk, "mitigation/mitigation actions" should be clearly defined at the start of the project.

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5.2 Critical issues/themes

This section aims to summarise the highest priority issues associated with the project. Issues/Affairs are defined as "any event that negatively affects the project, making it impossible to produce the intended results".

The table below reflects these Issues:

Description	Priority	Resolution actions
Unwillingness of the consortium entities to get involved in the project at the different layers (Strategic / Tactical and Operational).	High	Involve the entities' top management.
Unavailability of the consortium entities to allocate all resources, qualified for the project.	Medium	Involve the entities' top management.
Unwillingness of the consortium entities to comply with the schedule agreed with the European Commission.	High	Predict in advance the allocation or passing of activities between teams.
Inability to make the deliverables available in their final versions within the identified deadlines.	Low	Need for ad hoc reinforcement of teams.
Unavailability of logistical means to carry out the project.	Medium	Identify early on in the project "Planning" the logistics requirements to be made available by the Consortium Coordinator.

Note: In the more exhaustive "Planning" phase of this project, these questions/issues will be identified in more detail.

5.3 Assumptions

List the key assumptions identified with the project to date.
Examples include:

- Availability of the consortium members to carry out the project.
- Availability of the consortium team members to carry out the project.
- . . .

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5.4   Constraints

List the main constraints identified with the project to date.

Examples include:

- Inability to make the use of resources flexible (validate in the "Agreement");
- The resources available to the project are limited and not available in the project schedule;
- Some of the project activities, having to be carried out after working hours or at weekends, to minimise the operational impact on resources and consortium members.

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6   Annex's

6.1   Support documentation

Any documentation that is considered relevant to the project should be attached, including:

- Curricula Vitae (CVs) for project resources;
- Approved "Business Case" document (Call Application Document);
- Research and Investigation Materials (to be identified);
- Quotes or external proposals for materials;
- Detailed financial planning information;
- Other relevant information.