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D1.1 PROJECT MANAGEMENT HANDBOOK

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Abstract	The present document describes the selected approach for implementing the project management goals, highlights the key controlling processes to be used, the policies and rules and the overall management roles and processes from an operational point of view.
Keywords	DC4EU; Coordinator, Governance, Project management, processes, roles, responsibilities, parties

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* R: Document, report (excluding the periodic and final reports)

DEM: Demonstrator, pilot, prototype, plan designs

DEC: Websites, patents filing, press & media actions, videos, etc.

OTHER: Software, technical diagram, etc.

EXECUTIVE SUMMARY

The present document, deliverable 1.1 of the Digital Credentials for Europe project (Project Management Handbook), describes the selected approach for implementing the project management goals, highlights the key controlling processes to be used, the project policies and rules, the overall management approach, roles and processes from an operational point of view.

The PM Handbook is an important document since it defines the outputs of the main PM processes (i.e. it defines the plans and processes necessary for managing the project as well as to what extent they should be customized or/and tailored). It becomes the basis for managing the project throughout its lifecycle and is an important point of reference for all project members and stakeholders. It will be kept up to date throughout the life of the project.

The Handbook will provide a comprehensive and detailed overview of:

- The methodology and approach used to manage the project.
- The project's constraints and objectives.
- Project documentation and products.
- DC4EU's stakeholders, their roles and responsibilities in different processes.
- Governance of the project and governance bodies.
- Change management.
- Progress measurement, monitoring and evaluation.
- Data protection and privacy by design guidelines

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ABBREVIATIONS

AB:	Advisory Board
AE:	Affiliated Entity
AP:	Associated Partner
APIs:	Application Programming Interfaces
ARF:	Architecture Reference Framework
BBP:	Business Blueprint
BEN:	Beneficiary
COO:	Coordination
DC4EU:	Digital Credentials for Europe
DID:	Digital Identifier
DTSRL:	Deployment and Testing Scenarios Results Library
EAA:	Electronic Attestation of Attributes
EBSI:	European Blockchain Services infrastructure
EC:	European Commission
Ed:	Education
EUDI:	European Digital Identity
EUDIW:	European Digital Identity Wallet
EHIC:	European Health Insurance Card
eIDAS:	Electronic Identification Authentication And Trust Services
Ed:	Education
HADEA:	European Health and Digital Executive Agency
GA:	Grant Agreement
GDPR:	General Data Protection Regulation
IRP:	Internal Reporting Period
KPI:	Key Performance Indicator

MS:	Member State
MVP:	Minimal Viable Product
LSP:	Large-Scale Pilots (LSPs)
PDA1:	Portable document A1
PID:	Personal Identifier
PM (tool):	Project Management Tool
PM2:	Project Management Methodology 2 (PM Squared)
PMC:	Project Management Coordinator
QEAA:	Qualified Exchange Accommodation Arrangement
QES:	Qualified E-Signature
QTSP:	Qualified Trust Service Providers
SC:	Strategic Committee
SME:	Subject Matter Expert/s
SotA:	State of the Art
SS:	Social Security
UCs:	Use Cases
TE:	Task Executor
TIR:	Trusted Issuer Registry
TL:	Task Leader
WP:	Work Package
WPL:	Work Package Leader

1. PROJECT MANAGEMENT METHODOLOGY AND SCOPE

1.1 METHODOLOGY

DC4EU's project management is led by the Secretariat General of Digital Administration of the Spanish Ministry of Economic Affairs and Digital Transformation. The management of the project is driven by Work Package 1 (WP1), that works in close coordination with the rest of governance bodies and work package leaders, who together build a sound governance and management structure which will guarantee the consecution of the project's objectives.

The present document has the objective of capturing the Project Management Coordinator's (PMC or COO) approach for the tasks it will fulfil during the project's lifecycle. To that end, the COO will address the structure of this document and processes, artefacts, tools and roles contained using the guidelines provided in the Open PM2 V3.0 Project Management methodology. Some of the artefacts and processes have been adapted to the project's needs and the structure of the different governance bodies.



Furthermore, the present handbook and PM approach integrates both mandatory and additional processes that the coordinator will fulfill based on what's established in the Digital Europe program regulation and Grant Agreement and also project management procedures which will contribute to the sound governance and administration of the DC4EU project.

1.2 PROJECT MANAGEMENT SCOPE

The DC4EU project brings together the effort, know-how and commitment of 80 organizations from all over Europe. Notably, the project is driven and coordinated by the joint effort of the coordinator, governance bodies (Strategic Committee and Advisory board), work package leaders and task leaders. As it's reflected in the project's governance (see section 3), the articulation of the different project roles allows for the deployment of a comprehensive co-governance model that will permit the designated organizations to drive the project in a joint effort, sharing insights, directions and responsibilities.

Section 3.2 (roles and responsibilities) and section 3.3 (roles and governance), describe the different responsibilities (from a legal, technical and governance perspective), that each partner sustains. Furthermore, section 4 describes the processes in which the partners interact bearing in mind the different levels of responsibilities, with the aim of designing thorough processes that will allow the stakeholders to drive a comprehensive governance model that will allow the project to accomplish its objectives.

The Project Manager Coordinator (PMC – COO), will oversee driving the above-mentioned processes (described in section 4), with the respective delegation of responsibilities in the

Strategic Committee and work package leaders. To that end, the scope of the project management (work package 1), is circumscribed to the execution and coordination of quality assurance, risk management and explained in deliverable D1.3. The global planning, reporting, monitoring and evaluation, issue management and change request management processes are explained in the following deliverable

Nonetheless, in order to develop a complete project management handbook and model, with the necessary context and analysis of the relevant inputs and outputs, many aspects and items from other work packages, interrelations, inputs from external stakeholders and responsibilities have been taken into account and described, specially in section 2 of the present document.

To that end, as is described in the PM Handbook, the governance model reflected in the present document consists of the following aspects:

- Project overview (as reflected in section 2): analysis of the project, its work packages, policy contributions, objectives, dependencies, interrelations, constraints, lifecycle and documentation.
- Stakeholders, governance and roles (as reflected in section 3): with a clear differentiation between the roles and responsibilities described in the Grant Agreement and those described from a governance perspective, included in the present document.
- Project management processes (as described in section 4): focusing on global planning, reporting, monitoring and evaluation, issue management and change request management processes, which are the core functions of the project coordinator, assisted by other relevant governance stakeholders.

2. PROJECT OVERVIEW

2.1 PROJECT SUMMARY

Europe is facing unprecedented changes, in which digital transformation and the green transition are two key backbones of Europe's future. The eIDAS (electronic Identification Authentication and trust Services) trust framework is undoubtedly one of the pillars of the European Union, which has laid the foundations of identity and trust in the digital world. The revision of this framework extends its scope of competence beyond identity, encompassing the electronic attestation of attributes (EAA). Establishing the technical measures, the processes and procedures for establishing trust frameworks in sectoral areas will be key to the construction of Europe.

In this sense, DC4EU will focus on identifying and applying all these aspects in the fields of Education (Ed) and Social Security (SS). Specifically, the issuance of educational credentials and professional qualifications in the Education sector, and the issuance of the portable document A1 (PDA1) and the European Health Insurance Card (EHIC) in the Social Security sector. The European Digital Identity Wallet (EUDIW) will be a key element of hybridization for cross-sectoral and cross-border use cases (Identity, Signature, educational credentials and Social Security). Beyond the development of cross-border Large-Scale Pilots (LSPs) and recommendations for issuing institutions, relying parties, Member States (MS) and citizens, DC4EU will contribute to new paradigm to citizens in the field of education and social security.

2.2 WORK PACKAGE OVERVIEW

DC4EU is formed by 80 organizations from 22 States (20 EU MS + Norway and Ukraine). For this purpose, it will develop 4 use cases (UCs) with work planned for 24 months and divided in 9 work packages. The work packages are of a different nature, relative to their scope and function, covering LSP support, onboarding and development tasks, transversal project tasks and Large-Scale Piloting.

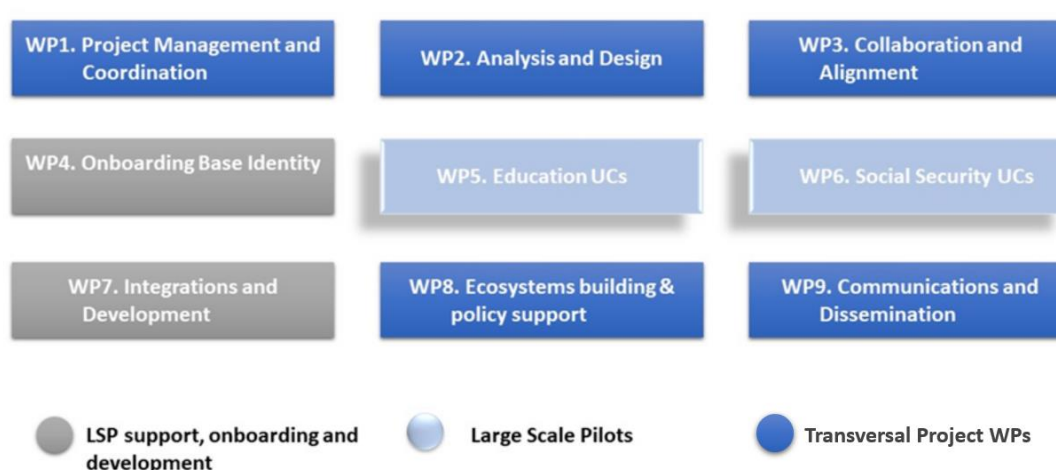


FIGURE 1: WORK PACKAGES OVERVIEW – DC4EU.

- **WP1:** covers all management and coordination activities (meetings, coordination, project monitoring and evaluation, progress reports, etc.). The goal is to develop a complete governance system that will fulfil the stated tasks, based on the decision-making collaborative model conformed by the relevant governance bodies and stakeholders.
- **WP2:** covers core planning, design, and analysis activities to be developed around agents and systems identification, requirements gathering, alignment with Architecture Reference Framework (ARF) and other ongoing activities, user journeys design and APIs alignment. After researching about pre-existing Digital identity systems and analysing the ARF, the outcome is a technical design document that, together with a planification document, will guide the iterative development of the ecosystem.
- **WP3:** covers three key coordination domains with the European Commission's eIDAS reference wallet releases, other ongoing activities, and Large-Scale Pilots (LSPs) to be developed. Firstly, the Coordination with the Commission for iterative eIDAS reference wallet releases which should deliver a consortium collaboration & cooperation strategy- as well as a final report expert group's activity. Secondly, the coordination with other ongoing cross-border initiatives (EBSI, other eIDAS consortiums...) aiming to produce stakeholder initiatives and policy actions. Finally, this WP will focus on LSP coordination plan definition.
- **WP4:** covers the key implementation of onboarding processes. This WP should implement and support the onboarding process, identify business scenarios and interoperability requirements for identity and coordinate related activities with other ongoing cross-border initiatives. It will be presented in the form of a toolkit and will perform the task of testing this same one.
- **WP5:** covers the key design and implementation activities for Educational credentials and professional qualifications Use Cases (UCs) including onboarding customization and execution, interoperability preliminary tasks and identification of opportunities and synergies with domain related activities.
- **WP6:** The overall objective for the WP6 is the preparation and execution of large-scale piloting for the provision and verification of these documents; the two use cases include EHIC and PDA1.
- **WP7:** covers the construction of an open source EIDAS compliant toolkit(s) for (Q)EEA issuers and its continuous integration with the wallet releases. This WP will produce an opensource verifier that presents a standard SIOP2 interface to a relying party (IRP) which makes it easy to integrate the EU digital wallet in existing ecosystems via a standard OpenID Connect interface. The interoperability lab will provide a basis for rapid testing of the new EU wallet reference implementation and will also focus on fast deployment and testing of new features as they are made available. Efforts should come together to deliver an Open-Source architecture and its consequent Intellectual Property Rights Policy.
- **WP8:** The goal of this WP is to design cross-country ecosystems for each use case to provide policy support for the deployment of the use cases and define the business strategy for sustainability. The aim of the WP will be to develop the policy strategies, protocols, and materials to support local support services for each use case, and to

take the necessary actions to help stakeholders for the deployment of use cases. This WP will uptake the activities to support the cross-country deployment of the use cases and provide recommendations based on the country-level inputs.

- **WP9:** The aim of this WP is to create a strategy that will optimize and support the visibility of the project and disseminate the project findings, together with raising awareness and strengthen the involvement of current and future stakeholders. Both a plan and a final report will be presented.

2.3 POLICY CONTRIBUTION

The project will contribute to the implementation of Digital Europe's programme and specific objectives, strengthening the Union's capacities through digital large-scale deployments. It will provide tangible support to the public and private sector in the educational and social security domains, deploying and accessing state-of-the-art trans-European interoperable digital service infrastructures, and their integration in a cross-border trust framework with high levels of assurance through the large-scale pilots. The project will facilitate the development and use of solutions and frameworks by public administrations, businesses, and citizens in 20 EU MS (and 2 third countries) through easy and ubiquitous access to testing and piloting of digital technologies and their cross-border use. In the process, it will facilitate a pan-European expert community of practice and assist public administrations to significantly improve the range and quality of services for citizens and businesses. Importantly, the project will support the EU's ongoing aspirations to build a trusted digital infrastructure based on EBSI's distributed ledger technologies, thus contributing to the maximization of ongoing EU investment in infrastructure for the public good.

2.4 PROJECT OBJECTIVES AND NON-OBJECTIVES

2.4.1. Project Objectives

General project objectives go beyond the project management's scope and even beyond the main project scope. However, they remain relevant to the specific project, its management and the overall organizational context.

- Support cross-border, large-scale piloting of the European Digital Identity Wallet (EUDIW) in compliance with the EU Toolbox process.
- Develop and implement four use cases (UCs) for educational credentials, professional qualifications, Portable Documents A1 (PDA1), and the European Health Insurance Card (EHIC) in the fields of Education (Ed) and Social Security (SS).
- By achieving these objectives, the project aims to contribute to the construction of a trusted digital identity framework in Europe, aligned with the goals of digital transformation and the green transition.

2.4.2 Project Non-Objectives

Given that the project objectives described in the paragraph above are, to some extent, and extension of the project's formal scope, it's also important to describe concretely what related items are by no means the project's objectives. These are the following:

- ❑ Developing the EUDIW Minimal Viable Product
- ❑ Developing the Architecture Reference Framework (ARF)
- ❑ Partaking in the eIDAS 2 Regulation legislative process
- ❑ Implementing the EUDIW at a technical level for the Large-Scale Pilots.
- ❑ Execution and deployment of the European Digital Identity Wallet (EUDIW).

2.5 PROJECT DEPENDENCIES AND INTERRELATIONS

2.5.1 Internal dependencies and PM inputs / outputs

Within the project, the different work packages depend on each other as depicted in the PERT chart below.

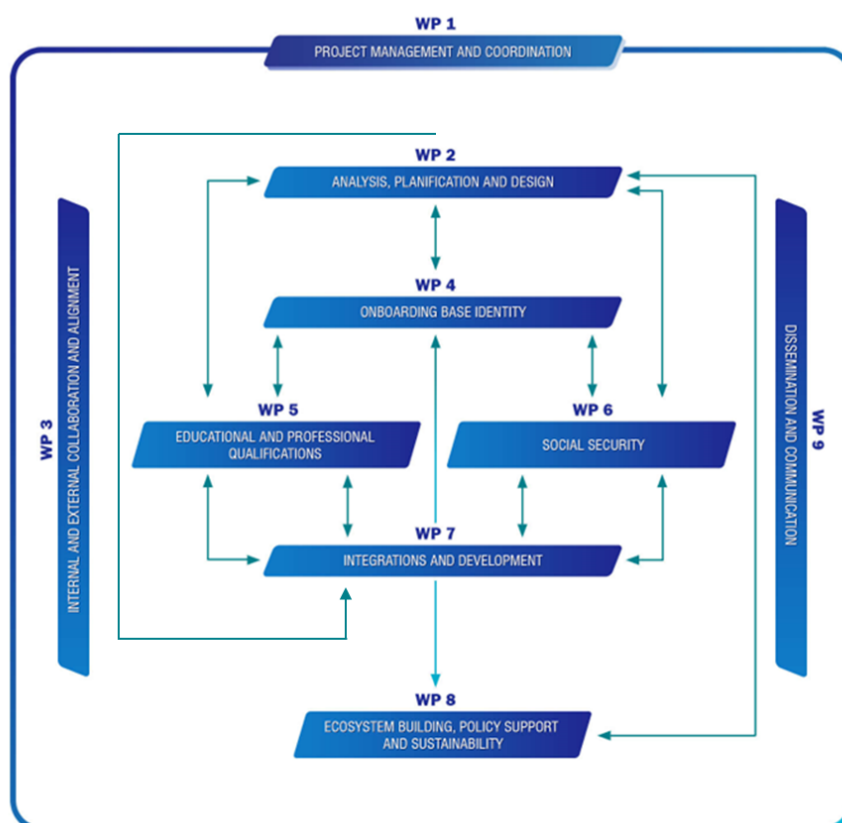


FIGURE 2: WORK PAKGAGE DEPENDENCIES PERT CHART

Furthermore, the project management depends on several inputs that will be provided by different stakeholders in the project, as well as feeding back various outputs during the project lifecycle.

Inputs		Outputs
<ul style="list-style-type: none"> • DC4EU proposal • DC4EU Grant Agreement • Digital Europe Regulation • EU Financial Regulation • Annotated Grant Agreement • Initial work packages global planning • Work Package Milestones • LSP – DG Connect – NiScy ecosystem and governance • DG DIGIT – DEP Projects ecosystem and governance 	WP1	<ul style="list-style-type: none"> • DC4EU governance model • Project management processes • Quality assurance and risk management plan • PM Tool • Repository • Global planning • Project reports • Sustainability business strategy • Governance meetings' minutes

TABLE 1: WORK PACKAGE 1 INPUTS - OUTPUTS.

The inputs of all other work packages can be consulted in Annex 1: Work Package Inputs and Outputs.

2.5.2 External dependencies and interrelations

The DC4EU project is dependent on a series of items and ecosystems that can influence its planning, priorities and outcomes and can thus influence the project management and project coordination.

Acronym	Name	Description
EUDIW MVP	European Digital Identity Wallet Minimal Viable Product	The European Digital Identity will be available to EU citizens, residents, and businesses who want to identify themselves or provide confirmation of certain personal information.
ARF	Architecture Reference Framework	European Digital Identity Architecture and Reference Framework: set of common standards and technical specifications and a set of common guidelines and best practice.
DEP	Digital Europe Programme	The Digital Europe Program (DEP) aims to build the EU's strategic digital capacities and to facilitate the wide deployment of digital technologies.
eIDAS	Electronic Identification And Trust Services	The Regulation on electronic identification and trust services for electronic transactions in the internal market (eIDAS Regulation). "eIDAS 2.0" represents an evolution of an existing EU regulation, eIDAS (electronic IDentification, Authentic and trust Services), which was established in 2014.
EBSI	The European Blockchain Services Infrastructure	The European Blockchain Services Infrastructure (EBSI) was born in 2018 when 29 countries (all EU members states, Norway and Liechtenstein) and the EU Commission have

		joined forces to create the European Blockchain Partnership (EBP).
HADEA	Health and Digital Executive Agency	The Health and Digital Executive Agency (HaDEA) addresses the European Commission's ambition to help rebuild a post-COVID-19 Europe at its heart, which will be greener, more digital, more resilient and better fit for the current and forthcoming chall.
DG CONNECT	Directorate-General for Communications Networks, Content and Technology	The Commission's Directorate-General for Communications Networks, Content and Technology is responsible to develop a digital single market to generate smart, sustainable and inclusive growth in Europe.
DG EAC	Directorate-General for Education, Youth, Sport and Culture	European Commission department responsible for EU policy on education, youth, sport and culture.
DG EMPL	Directorate-General for Employment, Social Affairs and Inclusion	EU employment and social policies bring practical benefits to citizens, for example, in finding a job, moving to another Member State for work or other reasons, upgrading skills, etc. In partnership with national authorities, social partners, civil society organisations and other stakeholders, the Directorate-General addresses challenges linked to globalisation, the ageing of Europe's population and changing social realities.
DG GROW	Directorate-General for Internal Market, Industry, Entrepreneurship and SMEs	The Directorate General for Internal Market, Industry, Entrepreneurship and SMEs is working to uphold and manage the Single Market for goods and services and to strengthen its governance. Its work helps ensure an open, seamless and resilient internal market, which is one of the cornerstones of European integration.
JRC	Joint Research Center	Internal scientific and research service of the European Commission that provides independent scientific and technical advice to support the development and implementation of European Union policies.
DG DIGIT	Directorate-General for Informatics of the European Commission	Department responsible for developing and providing information technology and communication services to support the activities of the European Commission and other European institutions.
MS	Member States	Member States of the European Union
EU Toolbox	EU Toolbox Process	The "EU Toolbox Process" refers to an approach or method used by the European Union (EU) to address and manage different situations or challenges in the field of foreign policy. It is a tool used for policy development and decision-making in matters related to EU's foreign policy.
EESSI	Electronic Exchange of Social Security Information	EESSI is an IT system that helps social security institutions across the EU exchange information related to different branches like applicable legislation, sickness, occupational diseases and accidents at work, pensions, unemployment and family benefits more rapidly and securely.
SDG	Single Digital Gateway	The single digital gateway facilitates online access to information, administrative procedures, and assistance

		services that EU citizens and businesses may need in another EU country.
EPSR	European Pillar of Social Rights	The European Pillar of Social Rights (EPSR) was set out in 2017 by the EU to act as a compass for a strong social Europe. The EPSR sets out 20 principles in three main areas: (1) equal opportunities and access to the labor market (2) fair working conditions and (3) social protection and inclusion.
ESSPASS	The European Social Security Pass	ESSPASS is a digital solution to facilitate the exercise of social security rights across borders while reducing the risk of errors and fraud and the administrative burden on citizens and national authorities.
ELM	European Learning Model	Data model for interoperability of learning opportunities, qualifications, accreditation and credentials in Europe ¹ . It was developed by the European Commission and is openly licensed ² . The ELM is intended to be used by any stakeholder, in any education, training and employment context, that needs to describe learning data.
EduGain	EduGain	The eduGAIN interfederation service connects identity federations around the world, simplifying access to content, services and resources for the global research and education community. eduGAIN comprises over 80 participant federations connecting more than 8,000 Identity and Service Providers.

TABLE 2: EXTERNAL DEPENDENCIES AND INTERRELATIONS

2.6. PROJECT CONSTRAINTS

Project constraints are factual conditions that limit the ways that project work can be defined, planned, executed and controlled. To that end, the PMC-COO, WPLs and governance bodies need to acknowledge, understand and work around them.

Constraint	Description
Legal, technical and policy framework	eIDAS future Regulation, common Union Toolbox and reference implementation of the wallet, based on the Architecture Reference framework and future technical requirements from the Commission's implementing acts.
Time	The project's duration is limited to 24 months with a possible 2-month extension with set deadlines for the submission of deliverables and milestones.
Budget	DC4EU must provide the appropriate resources and infrastructure within its 19.2-million-euro budget.
Scope	The project's scope is limited to the piloting of the EUDIW in the following domains:

	<ul style="list-style-type: none"> Educational credentials and professional qualifications, (Education domain). Portable document A1 (PDA1) and the European Health Insurance Card (EHIC), (Social Security domain).
Partaking Member States	DC4EU's cross-border pilots are limited to the partaking 22 Member States + 2 third countries.

TABLE 3: PROJECT CONSTRAINTS

2.7. PROJECT LIFECYCLE

The project's duration spans over a period of 24 months, beginning on the 1st of April 2023, and envisaging its culmination on the 31st of March 2025.



FIGURE 3: DC4EU LIFECYCLE BASED ON PM2 PHASES

Phase	Quarters
Initiating	Q1
Planning	Q2 – Q4
Executing	Q5 – Q7
Closing	Q8
Quality control, follow-up and reporting	Q1 – Q8

TABLE 4: DURATION AND MAIN MILESTONES OF THE PROJECT'S PHASES

2.8. DOCUMENTATION

2.8.1 Project base documents

Project base documents set the legal and governance framework for the whole of the project's lifecycle.

Acronym	Name	Description
-	Proposal	The DC4EU project proposal is the document presented to the European Commission's evaluators in August 2022 with a first design and presentation of the project, which was later selected in December that same year.
GA	Grant Agreement	The GA is the main project document. It establishes a contractual relation between the Commission, the Coordinator and the Beneficiaries. It's composed of a GA core and several annexes.
CA	Consortium Agreement	The CA is a document that regulates the consortium's internal work and governance and establishes the roles and responsibilities of the project's partners.

TABLE 5: PROJECT BASE DOCUMENTS

2.8.2 Project deliverables

Project deliverables are the artefacts that will be produced by the different work packages and tasks and that will be delivered to the Commission, as described in the Grant Agreement.

Deliverable	WP	Name	Description
Project Management Deliverables			
D1.1	1	Project Management Handbook	Handbook including all relevant aspects related to the proposal coordination, Strategic Committee, Advisory board, scope, support, and data protection aspects.
D1.2	1	Steering committee and advisory board meetings, meeting minutes	Resumé of the Steering committee meeting and meeting minutes.
D1.3	1	Quality assurance and risk management plan	Plan that will include the guidelines and framework to monitor the economic performance of the project and assurance policies.

D1.4	1	Roadmap for the implementation of the eco-system	An analysis of stakeholders and their relevance for the take-up of the Digital Identity Wallet; Legal, technical and organisational challenges, including security and data protection considerations and future standardisation needs. Appropriate follow up should be identified; The planned organisational structure and governance procedures; Outline of the future implementation support (accompanying evaluation and monitoring activities)
D1.5	1	Sustainability business strategy	Setting out potential business and revenue models, including estimates on the number users expected to be able to download/share personal identification data, the EAAs, QEAs and Credentials relevant to the usage scenarios into their Wallets;
D1.6	1	Periodic Report (I)	Semi-annual report providing the state of the project based on the proposed KPIs, performance review, outcomes, participating beneficiaries in usage scenario implementation.
D1.7	1	Interim Report	Interim report providing the state of the project based on the proposed KPIs, performance review, outcomes, participating beneficiaries in usage scenario implementation.
D1.8	1	Periodic Report (II)	Semi-annual report providing the state of the project based on the proposed KPIs, performance review, outcomes, participating beneficiaries in usage scenario implementation.
D1.9	1	Final Report	Final review of the project, including its results, time reporting, conclusions, and recommendations to the European Identity ecosystem

TABLE 6 PROJECT DELIVERABLES

Furthermore, as stated in section 1.2, in order to the necessary context and analysis to this section, the deliverables of all other work packages are described in Annex 2: Work Package Deliverables.

3. STAKEHOLDERS, GOVERNANCE & ROLES

3.1 PROJECT STAKEHOLDERS

The consortium DC4EU includes a mix of different stakeholders, making possible their contribution to the development and achievement of the objectives. Participating organisations complement each others roles, allowing the comprehensive implementation of key tasks, including:

- ☐ National agencies responsible for the implementation of relevant infrastructures and cross-border initiatives in the domain.
- ☐ Wallet issuers
- ☐ Relying parties, including those that are necessary for piloting of the UCs.
- ☐ Attribute/Credential/Attestation Providers.
- ☐ Wallet Users - EU Citizens and Residents testing the functionalities of the Wallet.

The following matrix classifies all organisations that partake in the project:

ID	Organization	Acronym	Member State	Role per Grant Agreement				Governance role			Implemental Role		
				Coordinator (COO)	Beneficiary (BEN)	Affiliated Entity (AE)	Associated Partner	Strategic Committee	Advisory Board	WP Leader (WPL)	Wallet Issuer	Credential Issuer	Relying party
1	Secretaría General de Administración Digital	SGAD	Spain										
2	Fábrica Nacional de Moneda y Timbre	FNMT	Spain										
3	Dachverband der Sozialversicherungsträger	DVSV	Austria										
4	Sozialversicherungsanstalt der Selbständigen	SVS	Austria										
5	Crossroads Bank for Social Security	CBSS	Belgium										
6	Smals	Smals	Belgium										
7	Health Insurance Bureau	KZP	Czech Republic										
8	Danmarks Tekniske Universitet (Danish Digital Infrastructure)	DTU	Denmark										
9	Styrelsen for Arbejdsmarked og Rekruttering	STAR	Denmark										
10	European Campus Card Association	ECCA	Ireland										

ID	Organization	Acronym	Member State	Role per Grant Agreement				Governance role			Implemental Role		
				Coordinator (COO)	Beneficiary (BEN)	Affiliated Entity (AE)	Associated Partner	Strategic Committee	Advisory Board	WP Leader (WPL)	Wallet Issuer	Credential Issuer	Relying party
11	European University foundation	EU-CE	Luxembourg										
12	Finnish Agency for Education	OPH	Finland										
13	Ministry of Finance	VM	Finland										
14	Finnish Digital Agency	DVV	Finland										
15	GovPart GmbH	GovPart	Germany										
16	Deutsche Rentenversicherung Bund	DRV Bund	Germany										
17	Greek Universities Network	GUNET	Greece										
18	ETHNIKO KENTRO EREVNAS KAI TECHNOLOGIKIS ANAPTYXIS	CERTH	Greece										
19	National Infrastructures for Research and Technology	GRNET	Greece										
20	NEUMANN JANOS NONPROFIT KOZHASZNU KFT	NEUMANN	Hungary										
21	Department of Social Protection	DSP	Ireland										
22	Istituto Poligrafico e Zecca dello Stato S.p.A.	IPZS	Italy										
23	Poste Italiane Società per Azioni	Poste	Italy										
24	123c Consulting MB	123c	Lithuania										
25	JSC Skaitos (SKS)	SKS	Lithuania										
26	Edelivery	eDeliv	Lithuania										
27	JSC Sistems (SIS)	SIS	Lithuania										
28	The Commonwealth Centre for Connected Learning Foundation	3CL	Malta										
29	GEANT Association	GEANT	Netherlands										
30	Stichting Internet Domeinregistratie Nederland	SIDN	Netherlands										
31	SURF BV	SURF BV	Netherlands										
32	Vecozo BV	Vecozo	Netherlands										
33	Norwegian Digitalization Agency	Digdir	Norway										

ID	Organization	Acronym	Member State	Role per Grant Agreement				Governance role			Implemental Role		
				Coordinator (COO)	Beneficiary (BEN)	Affiliated Entity (AE)	Associated Partner	Strategic Committee	Advisory Board	WP Leader (WPL)	Wallet Issuer	Credential Issuer	Relying party
34	Norwegian Agency for Shared Services in Education and Res.	SIKT	Norway										
35	CertSIGN	CERTSIGN	Romania										
36	National Institute for Research and Development in Informatics	ICI BUCURESTI	Romania										
37	Politehnica University of Timisoara	UPT	Romania										
38	The Executive Agency for Higher Education	UEFISCDI	Romania										
39	Atos	Atos	Spain										
40	Consejo General de Colegios Oficiales de Médicos	CGCOM	Spain										
41	Logalty Prueba por Interposición	Logalty	Spain										
42	Universidad de Alcalá de Henares	UAH	Spain										
43	Unión Profesional	Uprof	Spain										
44	Universidad de Murcia	UMU	Spain										
45	Universidad Nacional de Educación a Distancia	UNED	Spain										
46	Universidad Politécnica de Madrid	UPM	Spain										
47	Swedish University Network	SUNET	Sweden										
48	Stiftelsen för internetinfrastruktur	IntStif	Sweden										
49	Research institutes of Sweden	RISE	Sweden										
50	The Swedish Ladok Consortium	Ladokk	Sweden										
51	Bank ID	BankID	Sweden										
52	COFAC COOPERATIVA DE FORMACAO E ANIMACAO	Lusofona Uni	Portugal										
53	University of Porto	Uporto	Portugal										
54	Instituto Segurança social	ISS	Portugal										
55	Universidad Carlos III de Madrid	UC3M	Spain										
56	Narodowy Fundusz Zdrowia	NFZ	Poland										
57	Agency for digital government	DIGG	Sweden										

ID	Organization	Acronym	Member State	Role per Grant Agreement				Governance role			Implemental Role		
				Coordinator (COO)	Beneficiary (BEN)	Affiliated Entity (AE)	Associated Partner	Strategic Committee	Advisory Board	WP Leader (WPL)	Wallet Issuer	Credential Issuer	Relying party
58	Universita di Bologna	UniBO	Italy										
59	Universitat Rovira i Virgili	URV	Spain										
60	Chancellery of the Prime Minister/Digital Affairs	NASK	Poland										
61	OSRODEK PRZETWARZANIA INFORMACJI	OPI	Poland										
62	Imprensa Nacional – Casa da Moeda (INCM)	INCM	Portugal										
63	Maieutica - Cooperativa de Ensino Superior CRL	UMAIA	Portugal										
64	Generalzolldirektion	GZD	Germany										
65	Dienst Uitvoering Onderwijs	DUO	Netherlands										
66	Consorti Administració Oberta de Catalunya	AOC	Spain										
67	Universidad Autonoma de Barcelona	UAB	Spain										
68	Universitat de Barcelona	UB	Spain										
69	The National Board of Health and Welfare (Socialstyrelsen)	SocialSE	Sweden										
70	Ministry of Digitalization	DigitalLU	Luxembourg										
71	GATACA	GATACA	Spain										
72	Red.es - RED IRIS	RED.es	Spain										
73	Ministry of Digital Transformation of Ukraine	DigitalUA	Ukraine										
74	Ministry of Education and Science of Ukraine	MoesUA	Ukraine										
75	Université de Lille	UniLille	France										
76	Ministerio de Universidades	MUNI	Spain										
77	Conferencia de Rectores de Universidades Españolas	CRUE	Spain										
78	Gerencia de Informática de la Seguridad Social	GISS - MISM	Spain										
79	Forsakringskassan	FK	Sweden										
80	Rijksdienst voor de Sociale Zekerheid	RSZ	Belgium										

TABLE 7: DC4EU STAKEHOLDERS MATRIX.

3.2 ROLES AND RESPONSABILITIES

The Grant Agreement and other relevant DEP programme documents establish a series of legal roles that the different project stakeholders embody. These depend of various factors such as economic participation, responsibilities and financial affiliation to other entities.

3.2.1 Coordinator

The Project Management Coordinator / Coordinator (PMC/COO) conducts a continuous follow-up and monitoring of WPs implementation. It provides Work Package leaders and executors with operational, financial and administrative coordination and support. Furthermore, it provides a framework with rules and procedures for financial and time reporting and planning for quality assurance, risk management and contingency, as well it gives all partners guidance for GDPR compliance throughout the project's implementation through privacy by design and default.

Its outputs will be the interim and final reports as well the coordination the outputs and deliverables for the whole project.

The PMC/COO tasks are executed by the Secretariat General for Digital Administration – Ministry of Economic Affairs and Digital Transformation (Spain).

3.2.2 Beneficiaries

The beneficiaries, as signatories of the Agreement, are fully responsible towards the granting authority for implementing it and for complying with all its obligations.

They must implement the Agreement to their best abilities, in good faith and in accordance with all the obligations and terms and conditions it sets out.

They must have the appropriate resources to implement the action and implement the action under their own responsibility and in accordance with Article 11. If they rely on affiliated entities or other participants (see Articles 8 and 9), they retain sole responsibility towards the granting authority and the other beneficiaries.

They are jointly responsible for the technical implementation of the action. If one of the beneficiaries fails to implement their part of the action, the other beneficiaries must ensure that this part is implemented by someone else (without being entitled to an increase of the maximum grant amount and subject to an amendment; see Article 39). The financial responsibility of each beneficiary in case of recoveries is governed by Article 22.

The beneficiaries (and their action) must remain eligible under the EU programme funding the grant.

for the entire duration of the action. Costs and contributions will be eligible only as long as the beneficiary and the action are eligible.

3.2.3 Affiliated entities

Affiliated entities must implement the action tasks attributed to them in Annex 1 of the Grant Agreement in accordance with Article 11 of the same document. They can charge costs and contributions to the action under the same conditions as the beneficiaries.

3.2.4 Associated partners

Associated partners must implement the action tasks attributed to them in Annex 1 of the Grant Agreement in accordance with Article 11 of the same document. They may not charge costs or contributions to the action and the costs for their tasks are not eligible.

3.3 ROLES AND GOVERNANCE

The DC4EU project is driven by a comprehensive governance model in which various governance bodies play different roles in order to further the consecution of the project's objectives. To that end, the consortium's strategy is governed by a specific decision-making body (the Strategic Committee), with the assistance of an advisory board and the execution of the coordinator and work package leaders. Furthermore, continuous communication and reporting to all project partners is guaranteed through plenary meetings.

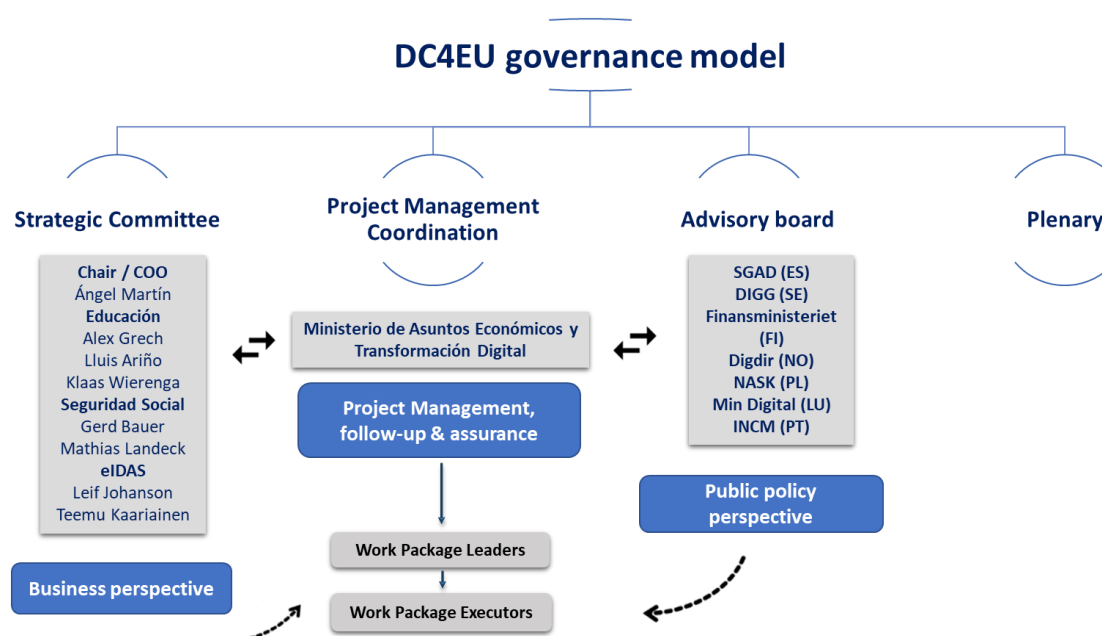


FIGURE 4: DC4EU GOVERNANCE MODEL

Depending on their planned nature, they have different competences. To that end, they also meet with a different periodicity, based on the envisioned matters they will have to address.

Body	Periodicity	Competences
Strategic Committee	Weekly	Executive, decision-making
Advisory Board	Monthly	Consultive
Work Package Leaders	Bi-monthly	Coordination

Plenary	Every three months. <i>Ad hoc</i> meetings can be set under governance rules.	Consultive
---------	--	------------

TABLE 8: GOVERNANCE BODIES PERIODICITY OF MEETINGS AND COMPETENCES

3.3.1 Coordinator

The Project Management Coordination of the DC4EU program is WP1, lead by:

Secretariat General for Digital Administration – Ministry of Economic Affairs and Digital Transformation (SGAD) – Spain.

The Project Management Coordinator oversees:

- All coordination, planification, project management and results overview of tasks coordinated by WP leaders.
- Drives a complete and comprehensive governance model.
- Oversees that project deliverables, outcomes and results are produced / reached according to the agreed planification and commitments.

3.3.2 Strategic Committee

The Strategic Committee ensures the consistency and coherence of the project with a business-related approach and perspective, operating in constant coordination with the PMC/COO. The committee develops and revisits the project's strategy, develops internal rules and regulations, resolves disputes, attends periodic briefings with members of the Plenary and facilitates horizontal communications and the development of a community of practice. The **Strategic Committee is chaired** by the designated representative of the Secretariat General for Digital Administration – Ministry of Economic Affairs and Digital Transformation (Spain), in this case **Ángel Luis Martín**, Deputy Director General of Digital Governance, or in whom he delegates, and is assisted by three business related groups regarding diplomas, social security and digital identity. These groups include the following experts:

Expert name	Domain	Organization	Background & relevance
Alex Grech	Education	3CL	Education strategist and expert on emerging technologies and verifiable, digital credentials.
Lluís Ariño	Education	SGAD	Convenor of eIDAS toolbox educational credentials and convenor of the diplomas use-case EBP. International coordinator for CRUE IT.
Klaas Wierenga	Education	GEANT	GEANT Chief Information & Technology Officer, oversees all trust & identity activities. Creator of eduroam.
Gerd Bauer	Social security	DVSV	DVSV European exchange of social security information (EESSI) Project manager, Strategic Advisor and Member

			of the Data Modelling Expert Group for EESSI in the European Commission.
Mathias Landeck	Social security	DRV-Bund	Head of International Data Exchange at the DRV Bund.
Leif Johansson	eIDAS	SUNET	Member of the technical leadership team at SUNET, overseeing identity management, strategy and business development.
Teemu Kaarianen	eIDAS	VM	Senior advisor to the Finnish Ministry of Finance for public sector information and communications technologies.

TABLE 9: DC4EU STRATEGIC COMMITTEE MEMBERS

3.3.3 Work Package Leaders

Work Package Leaders are the designated persons of the institutions that lead each work package, as reflected in the Grant Agreement. The WPLs are responsible for the coordination and execution of the envisioned tasks in each work package and also with the organization and reporting of the work of the partners and associated partners that are part of the respective WPs.

Work Package Leader is responsible for technical coordination and supervision of work package and work package tasks assigned to it by the Agreement and GA. It shall:

- plan, organise, structure and manage the work package activities. This includes structuring contributions from Partners participating in the respective WP, drafting a plan for the WP it is leading, including expected contributions and expected timing;
- monitor, control and inspect the work package deliverables that are prepared by Task Leaders;
- analyse at the request of the MB a presumed breach of responsibilities of a Party participating in the WP lead by the WPL;
- coordinate day-to-day basis progress of the technical work under the WP;
- call and organise meetings of the WP at its own discretion or on the request of the Task Leader
- ensure the proper involvement of the WP participants as well as effective communication within the WP and between the WP and other WPs.
- for calling the WP meeting, the same rules apply as for calling a MB meeting. The minutes of the WP meeting are sent to the Coordinator for information.
- reports to Coordinator and Strategic Committee.

DC4EU Work Package Leaders are the following:

WP Leader	Organization	WP	WP Leader	Organization	WP
Ángel Luis Martin	SGAD	WP1	Gerd Bauer (co) Thomas Ebbinghaus	DVSV (co) DRV Bund	WP6
Nikos Voutsinas	GUNET	WP2	Stefan Liström	SUNET	WP7
Panos Louridas	GRNET	WP3	Teemu Kääriäinen	VM	WP8
Klaas Wierenga	GEANT	WP4	Sinead Nealon (co) Klaudia Farkas	ECCA 3CL	WP9
Lluís Ariño	SGAD	WP5			

TABLE 10: DC4EU WORK PACKAGE LEADERS

3.3.4 Advisory Board

The Advisory Board's (AB) objective is to ensure that the project's results and findings are properly observed, gathered, and reported in order to guarantee they are in line with relevant long-term policies and strategies, as well as those impacts and benefits are identified and duly communicated.

The advisory board is composed of representatives from each one of the Governmental digitalization agencies present in the consortium. They provide policy, technical and legal counsel and advise work package leaders and executors, especially those in work packages 3, 4 and 8. The responsibilities of this body are as follows:

- Ensures that the project's results and findings are properly observed, gathered, and reported in order to guarantee they are in line with relevant long-term policies and strategies.
- Ensures that impacts and benefits are identified and duly communicated.
- Provides policy, technical and legal counsel and advise work package leaders and executors, especially those in work packages 3, 4 and 8.

The representatives are:

Organization	Acronym	Member State
Secretariat General for Digital Administration – Ministry of Economic Affairs and Digital Transformation	SGAD	Spain
Agency for Digital Government – Ministry for Infrastructure	DIGG	Sweden
Ministry of Finance	VM	Finland
National Infrastructures for Research and Technology - Ministry of Digital Government	GRNET	Greece
Imprensa Nacional - Casa da Moeda	INCM	Portugal
Norwegian Digitalization Agency	Digdir	Norway
National research Institute - Chancellery of the Prime Minister of Poland	NASK	Poland
Ministry of Digitalization	DigitalLu	Luxembourg

TABLE 11: ADVISORY BOARD MEMBERS

3.3.5. Plenary

The Plenary's objective is to ensure that all partners are kept duly informed of the project's progress, consortium composition changes, Strategic Committee decisions, work package tasks, deliverables, outcomes and budget changes. Furthermore, the members of the plenary will be able to voice their concerns, raise agenda items and propose different items to be voted by the Strategic Committee.

The Plenary will be formed by all partners and associated partners of the consortium. It will be chaired by the coordinator unless decided otherwise by the coordination team and it shall set the agenda. Partners or associated partners can designate a proxy to attend.

3.3.6 Task leaders and executors

☐ Task Leaders (TL)

Tasks leaders are responsible for overseeing and managing the execution of tasks within the Work Package. The tasks leader's main responsibility is to ensure that assigned tasks are completed efficiently, effectively, and on time.

They play a crucial role in overseeing and managing the execution of tasks, ensuring that they are assigned, planned, and completed effectively (the proper deliverables production, the correct achievement of established milestones, etc.). They provide support, monitor progress, address issues, and maintain open communication throughout the process.

☐ Task Executors (TE)

Under the coordination of the Work Package Leader (WPL) the Task Executors (TE):

- Participate in Large-Scale Pilot execution.
- Contribute to the elaboration of the business requirements.
- Perform the project activities according to the *project work plan* and schedule.
- Contribute to the project deliverables.
- Provide information to the Project Core Team regarding the progress of activities.
- Participate in project meetings as needed and contributes to the resolution of issues.

4. PROJECT MANAGEMENT PROCESSES & RESPONSABILITIES

The project management processes aim to ensure that the present project is driven in the most effective and organized way possible, involving all the relevant stakeholders necessary for the approval and implementation of the described steps bearing in mind the project's scope. The PM processes that have been designed for the DC4EU project are the following:

- Global planning
- Change request
- Reporting, monitoring, and evaluation

4.1. GLOBAL PLANNING PROCESS

4.1.1. Global Planning objectives

Effective project planning is crucial for successful project execution and delivery. However, it is common for projects to experience changes throughout their lifecycle, whether due to evolving requirements, unexpected events, or new stakeholder inputs.

To ensure that the project's plan remains aligned with its objectives and accommodates changes efficiently, a structured approach to incorporating changes is designed. This handbook provides guidance for the incorporation of changes within the established project plan.

4.1.2. Process overview

The process for introducing modifications within the overall project planning follows the steps outlined below:

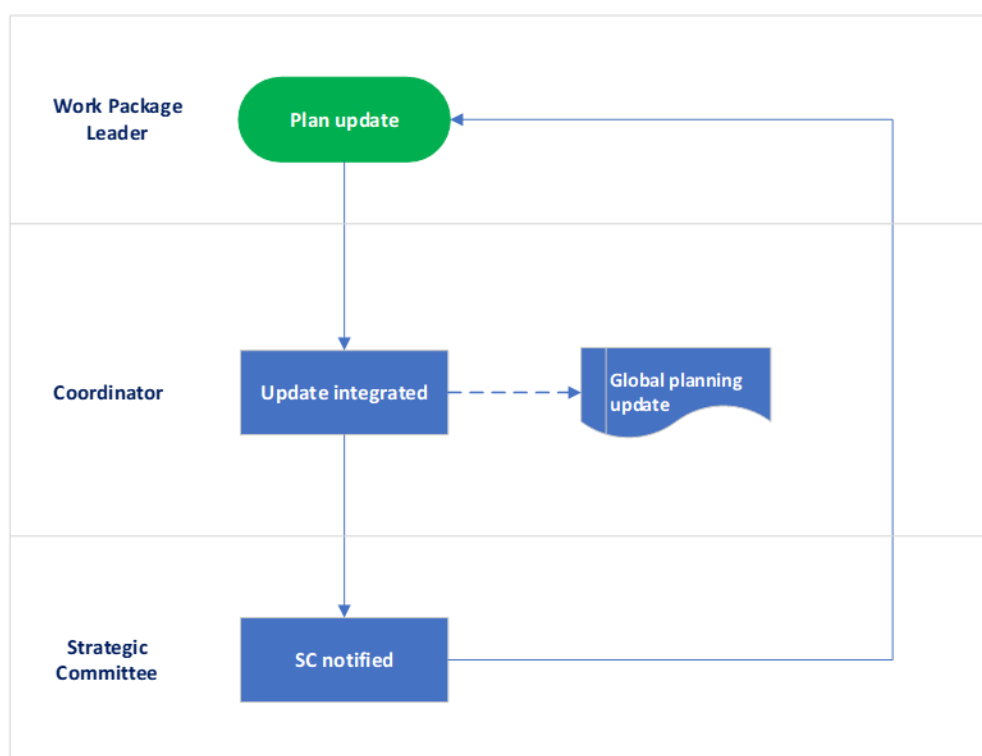


TABLE 12: GLOBAL PLANNING PROCESS

□ **Step 1: Plan Update**

The Work Package Leader effectively communicates the necessity of implementing changes to the project plan to the Coordination team. As the designated Work Package Leader, they bear the responsibility of meticulously updating the project plan and promptly conveying the proposed changes to the Coordinator.

□ **Step 2: Global Planning Update and Integration**

The Coordinator incorporates the proposed changes, undertaking a comprehensive update of the overall project planning to ensure its alignment with the project's overarching objectives and interdependencies.

□ **Step 3: Strategic Committee Notification**

The Coordinator duly notifies the Strategic Committee regarding the plan update, providing them with comprehensive and pertinent information, while highlighting any significant alterations or potential implications arising from the proposed changes.

□ **Step 4: Monitoring and Tracking**

Following the implementation of the changes, monitoring and tracking of the project's progress and the adjusted deliverable dates are carried out. A continuous and proactive channel of communication is maintained with the project team, facilitating timely adjustments and mitigating any potential challenges or issues that may arise.

This process is conducted on a predetermined frequency, typically on a monthly basis, to ensure that the project plan remains current, cohesive, and harmoniously aligned with the strategic trajectory of the project.

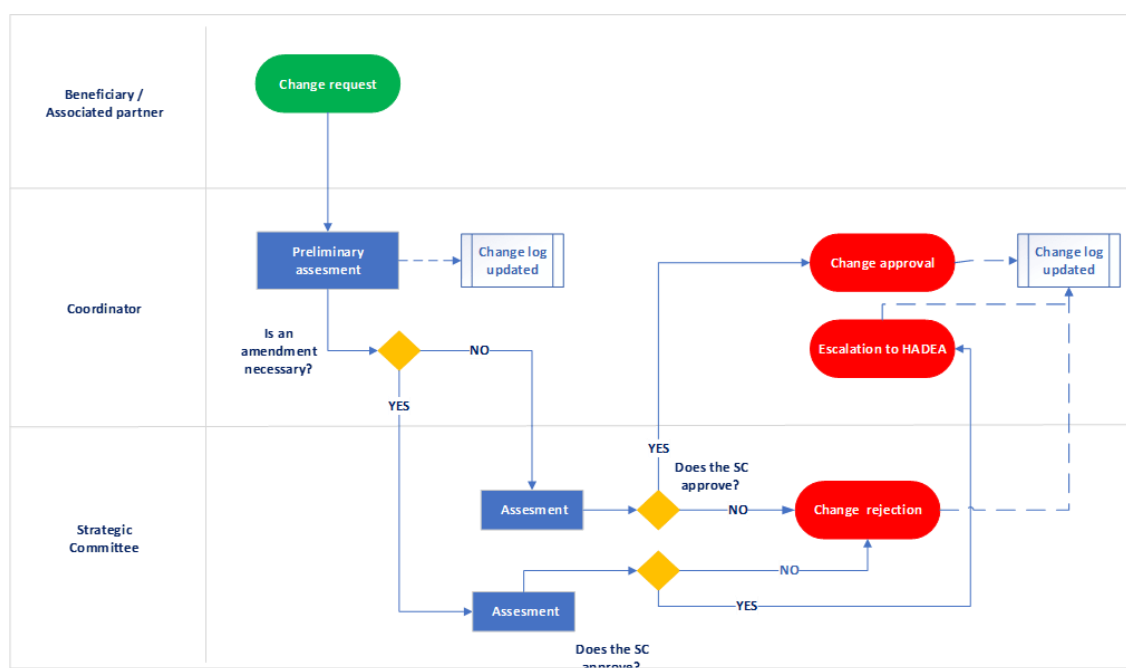
4.2. CHANGE REQUEST PROCESS

4.2.1. Change Management objectives

Project change management aims to bring transparency, accountability and traceability to all project changes implemented after the project scope and project plans have been baselined. It ensures that changes with a significant impact in any of the project dimensions (i.e., scope, time, cost, quality, or risk) are properly assessed, agreed on and approved by the appropriate level of authority.

A project change can result e.g., from a scope change, a new requirement (quality, etc.), an identified issue, a preventive action to reduce the risk level, or from a decision taken to change any of project baselines (scheduling, staffing or budget).

TABLE 13: CHANGE REQUEST PROCESS



4.2.2. Process overview: procedure and escalation

The change management process for DC4EU is a five-step process and falls under the responsibilities of the Coordinator (COO) who should execute the process when required throughout the project lifecycle:

□ Step 1: Change Request

Changes can be requested (or identified and raised) throughout the project lifecycle by any Project Stakeholder. After receiving a change request, the Coordinator (COO) registers the requested change in the Change Log and makes sure the change request is described using the Change Request Form.

A request for a change must be submitted formally via a Change Request Form. The Change Log contains information to be fulfilled at this stage, such as the change identifier, the name of the requestor, the date of identification, the change category (e.g. new requirement, issue or risk related, business, etc.), the change details and impact, and the status of the change.

□ Step 2: Preliminary Assessment

At this step the Coordinator (COO) will assess:

- whether this request is indeed a project change, if so,
- it will assess the size of the identified change to concrete if it necessary to amend the Grant Agreement
- to decide on a priority for the implementation of that change request.

This information will be documented by the Coordinator (COO) in the Change Log (the Change Request Form documents the original request) which is then used as an input to the formal change approval or rejection by the appropriate decision makers.

□ **Step 3: Change Assessment with the Strategic Committee: approval or rejection.**

The purpose of this step is to achieve a decision regarding the approval or rejection of the change. To carry out this procedure, the Coordinator will raise the matter to the project's Strategic Committee (SC), sharing with it the Change Log information with the purpose of initiating a discussion in this regard.

After the discussion has taken place, and whether an amendment is necessary or not, two potential decisions can be considered: approving or rejecting the change request. The specifics of the decision will be carefully documented in the Change Log.

If the change request needs further information or clarification, it will return to the "Change Assessment" step.

□ **Step 4: Escalation and implementation**

If the requested change requires amending the Grant Agreement, it will be subject to analysis. Upon receiving favorable decisions from both the Strategic Committee (SC) and the Coordinator (COO), the request will be escalated to the Commission (HaDEA) for assessment. The entire process will be documented in the Change Log.

For detailed information regarding the requirements and procedure for amendment processing, please refer to Annex 4: Changes to the Grant Agreement: Amendments. Requirements and procedures.

□ **Step 5: Change Control**

The purpose of this step is to monitor and control project changes, to be able to easily communicate them to the several project decision layers, for approval or status updates. The Coordinator (COO) will collect any changes to the project or related actions and control the status of each change management activity.

4.3. REPORTING, MONITORING AND EVALUATION PROCESS

4.3.1. Reporting objectives

The purpose of this section is to set the applicable rules to have a correct technical and financial reporting during the execution of the Action. To this aim, the consortium has established periodic reporting periods which will measure the progress of the implementation of the project tasks.

The main objective of the coordinator (COO) is to monitor and guarantee that the project deliverables, results, and outputs produced are consistent with what was agreed in the planning and that they comply with the quality and format standards. Likewise, it must report to HADEA the progress of the project, the status of execution and submit the financial and hourly reports collected from the rest of the beneficiaries, in addition to providing guidelines for compliance with regulations on data protection and security by the beneficiaries.

To this end, a series of milestones, deliverables and reports have been established to facilitate the communication to the Commission and to be able to capture the commitments in terms of operational coordination and administrative-financial.

4.3.2. Technical reporting: process overview

From a technical point of view, semi-annual periodic reports will be published to provide a thorough overview of the state of the project based on KPIs¹, performance review, outcomes, and participating beneficiaries in scenario implementation.

The deliverables scheduled for this technical reporting are presented in the following table:

Deliverable	Description	Mandatory/Additional
D1.6 Periodic Report I	Technical part	Additional
D1.7 Interim Report	Technical & financial part	Mandatory
D1.8 Periodic Report II	Technical part	Additional
D1.9 Final report	Technical & financial part +conclusions and recommendations	Mandatory

TABLE 14: REPORTING DELIVERABLES

The official technical reporting process follows the steps indicated below:

¹ See “General and Large-Scale Pilot KPIs and specific communication KPIs Annex

□ **Step 1: Report to COO.**

Work Package Leaders submit the technical reports of their respective Work Packages to the Coordinator (COO). These reports should include detailed information regarding the technical progress of the project and adherence to established deadlines. The leaders will provide updates on achieved milestones and report on the status and progress of deliverables. They will also inform about any potential delays in planned deliveries (for which a specific procedure is established and outlined in this Project Management Handbook: Global Planning Process).

Once the WP technical reports are received, the COO takes on the responsibility of consolidating the information. This involves reviewing and organizing the reports from each Work Package Leader into a comprehensive overview of the project's status.

□ **Step 2: Consolidation of the report by the COO**

Following the receipt of information from the Work Package Leaders, the Coordinator undertakes the task of consolidating the technical progress of the project into a unified document. This consolidation process involves reviewing and integrating the individual reports provided by the Work Package Leaders, ensuring accuracy and completeness of the information. The COO updates the report document accordingly, capturing the comprehensive overview of the project's technical advancements and achievements. This consolidated report serves as a resource for monitoring and assessing the overall progress of the project.

□ **Step 3: Notification to the SC and report to HADEA:**

After the COO has consolidated all the information, it notifies the Strategic Committee (SC) about the availability of the document. The SC is informed about the progress of the project. Subsequently, the consolidated technical report is sent to HADEA, as required by the project guidelines.

4.3.3. Financial reporting: process overview

From a financial perspective, and with the aim of ensuring transparency, efficiency, and proper resource management, partners will have at their disposal a tool that facilitates the reporting of the resources used. Additionally, this information will be compiled in periodic reports in order to accurately track the financial and human resources employed.

The financial and hours reporting by beneficiaries to HaDEA is carried out through the coordinator, who serves as the central point for all reporting and communication. The official financial reporting is conducted through the Interim report and Final reports, which are submitted to HADEA via the Funding & Tenders portal platform. Other intermediate reports (of an additional nature and established for the internal control of the coordinator) are also carried out.

The internal reporting periods scheduled for this project are presented in the following table:

Internal Reporting Period	Period covered
IRP1	1 st April 2023 – 30 th June 2023
IRP2	1 st July 2023 – 30 th September 2023
IRP3	1 st October 2023 – 31 st December 2023
IRP4	1 st January 2024 – 30 th March 2024
<i>Interim Report</i>	<i>1st April 2023 – 30th March 2024</i>
IRP5	1 st April 2024 – 30 th June 2024
IRP6	1 st July 2024 – 30 th September 2024
IRP7	1 st October 2024 – 31 st December 2024
IRP8	1 st January 2025 – 30 th March 2025
<i>Final Report</i>	<i>1st April 2023 – 30th March, 2025</i>

TABLE 15: INTERNAL REPORTING PERIODS

Nevertheless, to ensure internal monitoring and to facilitate continuous reporting of the resources utilized by Work Packages, a dedicated software (PM tool) is made available to them. This tool will be utilized for reporting financial data, thereby streamlining the collection of information that will subsequently be required for the official reports to the Commission.

This internal reporting will take place on a quarterly basis, with all Work Package Leaders committed to keeping the information up-to-date within the platform according to the deadlines set by the Coordinator.

The official financial reporting process follows the steps indicated below:

□ **Step 1: Report to COO:**

The beneficiaries submit the financial reports of their respective Work Packages to the Coordinator (COO). This report, which will be carried out through the designated tool, should include detailed information on all costs incurred during the internal reporting period (quarterly), as well as the person/month employed and any other relevant financial data.

The Coordinator ensures that the work package leaders update the financial information on a quarterly basis.

□ **Step 2: Consolidation of the report by the COO:**

Once the individual financial reports are received, the COO takes on the responsibility of consolidating the information. This involves reviewing and organizing the reports from each Work Package Leader into a comprehensive overview of the project's financial status.

□ **Step 3: Notification to the SC and report to HADEA:**

After the COO has consolidated the financial reports, they notify the Strategic Committee (SC) about the availability of the financial report (interim/final). The SC is informed about the financial status and progress of the project. Subsequently, the consolidated financial report (interim/final) is sent to HADEA, as required by the project guidelines. This submission ensures that the financial information is communicated to the appropriate entity for review and evaluation.

These steps ensure a systematic and efficient process for financial reporting, enabling the sharing of accurate and timely information with key stakeholders and regulatory bodies involved in the project.

Nevertheless, it is of utmost importance to emphasize that, although the Coordinator assumes the responsibility for overseeing the collection of this financial information, the parties themselves bear the exclusive responsibility for preserving and retaining any documentation substantiating expenditures that may be requested by the European Commission or any competent entity.



TABLE 16: INTERNAL REPORTING PERIODS

5. PROJECT RESPONSIBILITIES

This section will provide an overview of responsibilities and roles in each one of the project management processes through a consolidated responsibilities assignment matrix (RAM / RAMSCI).

Quality management	COO	SC	AB	WPL	TL	TE	PL	BEN	EC
Document delivery	S/I	I	n.a	R	S	S	n.a	n.a	I
Preliminary assessment	R	C	C	A	I	I	n.a	n.a	I
Second assessment	C	R	C	A	I	I	n.a	n.a	I
HADEA preliminary assessment	S	I	I	A	I	I	n.a	n.a	R
Document submission	S	I	I	R	S	S	I	n.a	C/I
Risk Management	COO	SC	AB	WPL	TL	TE	PL	BEN	EC
Risk identification	S/I	I	I	I	I	I	n.a	R	I
Risk analysis and strategy design	R	C	C	C	I	I	n.a	A	I
Risk evaluation	S	R	C	C	I	I	n.a	A	I
Risk Monitoring	R	C	C	S	I	I	I	A/S	C
Global planning process	COO	SC	AB	WPL	TL	TE	PL	BEN	EC
Plan update	S/I	C	I	R	S	S	n.a	n.a	n.a
Global planning update and integration	R	C	C	A	I	I	n.a	n.a	n.a
Strategic Committee notification	R	S/C	I	A	I	I	I	n.a	n.a
Monitoring and tracking	R	I	I	A/S	S	I	I	I	I
Issue management process	COO	SC	AB	WPL	TL	TE	PL	BEN	EC
Issue notification	C/I	I	I	S	S	n.a	n.a	R	n.a
First assessment	R	C	C	C	S	n.a	n.a	A	I
Second assessment	S	R	C	C	S	n.a	n.a	A	I
Escalation and HADEA's assessment	R/S	C/I	C/I	S	I	n.a	n.a	A	R
Action implementation	S	C	I	S	I	I	I	R	I
Change management process	COO	SC	AB	WPL	TL	TE	PL	BEN	EC
Change request	S/I	I	I	I	I	n.a	n.a	R	n.a
Preliminary assessment	R	C	C	C	I	n.a	n.a	A	n.a
Change assessment with the SC	S	R	C	C	I	n.a	n.a	A	n.a
Escalation and implementation	R/S	C	C	S	S	n.a	n.a	R/A	C
Change control	R	I	I	S	S	I/S	I	A/S	I
Technical reporting	COO	SC	AB	WPL	TL	TE	PL	BEN	EC
Report to COO	S/I	I	I	R	S	S	n.a	n.a	n.a
Consolidation of the report	R	C	C	A/S	S	S	n.a	n.a	n.a
SC notification and report to HADEA	R	C/I	I	A/S	S	S	n.a	n.a	C/I
Financial reporting	COO	SC	AB	WPL	TL	TE	PL	BEN	EC
Report to COO	S/I	I	I	S	n.a	n.a	n.a	R	I
Consolidation of the report	R	I	I	S	n.a	n.a	n.a	A/S	I
SC notification and report to HADEA	R	C	I	I	n.a	n.a	n.a	A/S	C/I

COO	Coordinator
SC	Strategic Committee
AB	Advisory Board
WPL	Work Package Leader
TL	Task Leader
TE	Task Executor
PL	Plenary
BEN	Concerned beneficiary
EC	European Commission

R	Responsible
A	Accountable
S	Supportive
C	Consulted
I	Informed

TABLE 17: CONSOLIDATED RESPONSIBILITIES ASSIGNMENT MATRIX (RAM/RASCI)

6. DATA PROTECTION AND PRIVACY BY DESIGN GUIDELINES

This section offers an overview of recommendations and best practices for beneficiaries and partners, aiming to highlight crucial privacy considerations aligned with Article 25 of the GDPR.

Article 25 outlines the requirements for well-structured data protection by design and data protection by default, applicable to Controllers of all sizes, including small associations, multinational corporations and governmental bodies.

6.1 DATA PROTECTION BY DESIGN:

All organizations should have a framework in place for the protection by design that complies with the following aspects:

- Controllers must implement appropriate technical and organizational measures and necessary safeguards in their processing
 - These measures must be suited to achieve the intended purpose and effectively reduce the risks of infringing the rights and freedoms of data subjects.
 - Technical or organizational measures can range from advanced technical solutions to basic personnel training, as long as they are appropriate for implementing data protection principles effectively.
 - Necessary safeguards must be integrated to ensure the effectiveness of data protection measures throughout the lifecycle of the processed personal data.
- The data protection principles should be an effective in protecting data subjects' rights and freedoms
 - The requirement to implement the principles in an effective manner means that controllers must be able to demonstrate that they have implemented **dedicated** measures to protect these principles, and that they have integrated specific safeguards that are necessary to secure the rights and freedoms of data subjects.

6.1.2 Guidance for Project Partners on Data Protection by Design

Applying apply these elements in the **protection by design process**:

State of the art → refers to current technological progress available in the market. Controllers must stay updated on technological advancements when determining appropriate technical and organizational measures.

Cost of implementation → cost is not only meant in terms of money or economic advantage. Cost, in this context, refers to resources in general, including time and human resources.

Nature, scope, context, and purpose of processing → these factors must be considered when designing and integrating technical and organisational measures into the processing operations so that they effectively implement principles that meet GDPR obligations and protect the rights of data subjects.

The controller must manage the costs to be able to effectively implement all of the principles. Incapacity to bear the costs is no excuse for non-compliance with the GDPR.

6.2 DATA PROTECTION BY DESIGN:

Entails configuring software applications, computer programs, or devices with pre-selected values, often referred to as "defaults." These defaults influence factors such as the amount of personal data collected, storage duration, and data accessibility.

All organizations should have a framework in place for **protection by default** that complies with the following aspects:

- Only necessary data should be collected, and any data that is not required for the processing purpose should not be collected.
- Access to personal data should be limited based on necessity, and data subjects should have some control over the accessibility of their data.
- Personal data should be transparent to data subjects, particularly in the context of the internet and search engines.
- Even when data subjects provide consent for public accessibility, other controllers must have separate legal bases for further processing of that data.

6.3 IMPLEMENTING DATA PROTECTION PRINCIPLES TO ENSURE DATA PRIVACY

Key methods:

Transparency → The controller must be clear and open with the data subject from the start about how they will collect, use, and share personal data, and if necessary, make use of their rights in Articles 15.

Key design and default elements may include:

- Clarity – Information shall be in clear and plain language, concise and intelligible.
- Semantics – Communication shall have a clear meaning to the audience in question.
- Accessibility - Information shall be easily accessible for the data subject.
- Comprehensible - Data subjects shall have a fair understanding of what they can expect with regards to the processing of their personal data, particularly when the data subjects are children or other vulnerable groups

Lawfulness → identifying a valid legal basis.

Key design and default elements may include:

- Applying the correct legal basis for processing.
- Distinguishing between legal bases for different processing activities.
- Connecting the legal basis to the specific processing purpose.
- Ensuring that processing is necessary for the lawful purpose.

Fairness → a fundamental principle in data processing that ensures personal data is handled in a way that is not harmful, discriminatory, unexpected, or misleading to the data subject.

Key design and default elements may include:

- Granting data subjects, a high degree of autonomy over their personal data.
- Enabling communication and the exercise of data subject rights.
- Ensuring that processing aligns with data subjects' expectations.
- Avoiding discrimination against data subjects.

Other methods:

Data Minimization → Only personal data that is adequate, relevant, and limited to what is necessary for the purpose shall be processed.

Accuracy → Personal data shall be accurate and kept up to date.

Storage limitation → The controller must ensure that personal data is kept in a form which permits identification of data subjects for no longer than is necessary for the purposes for which the personal data is processed.

6.4 CONCLUSION AND RECOMMENDATION

In an increasingly digital world, adherence to this framework is paramount in promoting privacy and data protection in society. Controllers must take their responsibility seriously and implement GDPR obligations when designing processing operations.

ANNEXES

Annex 1: Work Package inputs and outputs

Inputs		Outputs
Inputs & outputs from coordination actions with EC and other stakeholders for ARF eIDAS, EBSI and other cross-border initiatives. WP3.	WP2	Early requirement analysis in the light of ARF (in D2.1 SOTA Analysis)
Base Identity on-boarding. WP4.		Finalized analysis of the business requirements (WP5 WP6) and user journeys (in D2.1 SOTA Analysis)
Business Requirements Blueprint Definition (Educational & Professional Credentials). WP5.		High Level Logical Architecture, information flows and APIs (in D2.2 Logical and Architectural Design of the ecosystem)
Business Requirements Blueprint Definition (Social Security). WP6.		Adoption Plan: integration plan design and alignment with ARF (in D2.2 Logical and Architectural Design of the ecosystem)

TABLE 1: WORK PACKAGE 2 INPUTS - OUTPUTS.

Inputs		Outputs
ARF analysis (actors, roles, interfaces) and planification document. WP2.	WP3	Liaison activities, cross - border collaborations, associated stakeholder activities, policy actions
Design for all stakeholders for the EUDIW functionality. WP4.		DC4EU Collaboration and Cooperation Strategy
Key design and implementation for educational credentials and professional qualifications. WP5.		Coordination with EC eIDAS Expert Group
Key design and implementation for social security. WP6.		Coordination of DC 4EU LSPs
eIDAS compliant toolkit. WP7.		

TABLE 2: WORK PACKAGE 3 INPUTS - OUTPUTS.

Inputs		Outputs
EU eIDAS Regulation	WP4	Definitions for Onboarding Citizens
EBSI Concepts / Regulation		Definition for Onboarding Organizations (Issuers and Verifiers)

Requirements from WP5 for onboarding Organizations. WP5.		Definition of Handling Identity with eIDAS + EBSI (QTSP, TIR)
Requirements from WP6 for onboarding organizations. WP6.		Definition of Issuing EA with eIDAS + EBSI (QEAA, QES)
Requirements form WP3 concerning EUDI Wallet		Onboarding citizens (PID)

TABLE 3: WORK PACKAGE 4 INPUTS - OUTPUTS.

Inputs	WP5	Outputs
ARF analysis (actors, roles, interfaces) and planification document. WP2.		Cross -border user journeys to be implemented
Inputs & outputs from coordination actions with key stakeholders.WP3.		Specific elements (ELMO converter, eduGAIN converter, etc
Onboarding generic aspects/options elaborated by WP4 (to be instantiated in WP5). WP4.		Business requirements to be shared with WP4,WP7
Issuer and verifier to be used by educational institutions. WP7.		Onboarding of educational actors (governance deployment)
		Test and validation of elements produced by WP7
		Coordination with educational key stakeholders

TABLE 4: WORK PACKAGE 5 INPUTS - OUTPUTS.

Inputs	WP6	Outputs
ARF analysis (actors, roles, interfaces) and planification document. WP2.		Cross -border user journeys to be implemented
Inputs & outputs from coordination actions with key stakeholders. WP6.		Specific components to interface backoffice
Onboarding generic aspects/options elaborated by WP4 (to be instantiated in WP6. WP4.		Business requirements to be shared with WP4,WP7
Issuer System for issuing Gateway functionality to EUID Wallet		Onboarding of social security actors
		Test and validation of elements produced by WP7
		Coordination elements with key stakeholders in social security coordination

TABLE 5: WORK PACKAGE 6 INPUTS - OUTPUTS.

Inputs		Outputs
Architecture of Wallet Interactions. WP3 & external.	WP7	Issuer references implementation
Definition to handle Identity and issue (Q)EAA. WP4.		Verifier reference implementation
Requirements for educational use cases. WP5.		Interoperability lab
Requirements for social security use cases. WP6.		Integration support for WP5 & WP6

TABLE 6: WORK PACKAGE 7 INPUTS - OUTPUTS.

Inputs		Outputs
Data protection, ethics and security. Quality assurance and risk management plan. WP1.	WP8	Registry of ecosystem components, policies and guidelines.
ARF analysis (actors, roles, interfaces) and planification document. WP2.		Auditing, certification and sustainability guidelines
Inputs & outputs from coordination actions with key stakeholders. WP3.		Audit, certification and assessment results
Dissemination plan, stakeholder management. WP9.		Overview of policy strategies to fulfil ecosystem objectives

TABLE 6: WORK PACKAGE 8 INPUTS - OUTPUTS.

Inputs		Outputs
Inputs from all work package activities	WP9	Dissemination plan

TABLE 7: WORK PACKAGE 9: INPUTS – OUTPUTS

Annex 2: Work Package Deliverables

Other WP deliverables			
D2.1	2	SoTA Analysis	This deliverable will be a document with an analysis of the requirements coming from WP5 and WP6; an analysis of ARF coming from WP3 and a design of user journeys, information flows and logical architecture of the whole ecosystem. This will collect the outcomes of T2.1 and T2.2.
D2.2	2	Logical and Architectural Design of the ecosystem	Output for WP 5 and 6.
D3.1	3	DC4EU Collaboration & Cooperation Strategy and Activities Report	The document will describe: (a) the plan to drive the collaboration, cooperation, and stakeholder engagement activities of the project, including engagement activities realised with EC eIDAS Expert Group, (b) outcomes of the networking and cohesion activities, including participation in working groups and communities of practices and projects as well as results from these activities with respect to eIDAS reference wallet iterative definitions, (c) the steps and activities related to the Large Scale Pilots cooperation and coordination inside DC4EU and in other projects accepted in the call (raising awareness, cross-fertilization, networking events., etc.)
D3.2	3	Coordination report with eIDAS Expert Group	Report describing the bidirectional and iterative collaboration process with eIDAS Expert Group to incorporate subsequent releases of Common Union Toolbox specifications and reference identity wallet application and provide recommendations.
D4.1	4	Issuance and verification legal analysis	Final analysis of the legal framework regarding onboarding of PIDs, issuance and verification.
D4.2	4	Onboarding process analysis	Design of onboarding process for PID/DID providers and issuance and verification of attestations
D5.1	5	Business Blueprint WP5 (BBP)	Document regarding business requirements, scenarios and interoperability requirements and use-case governance model design
D5.2	5	Deployment and Testing Scenarios Results Library (DTSRL)	DTSRL (hosted in participants intranet section) with searchable contents regarding testing scenarios results and conclusions
D5.3	5	Initiatives mapping, documentation, and final report on LSP	Individual initiatives and activities checklists published at participants intranet section
D6.1	6	Business Blueprint WP6 (BBP)	A document regarding business requirements, scenarios, and interoperability requirements as well as use-case governance model design. It includes Business Process Specifications and Data Model, Document on System Architecture and Specification of Configuration Process (Word Document). Business Process

			Notation, Business Process modelling, and Data Modelling instruments will be used.
D6.2	6	Deployment, Testing and Piloting Scenarios Results Library (DTSRL)	DTSRL (hosted in participants intranet section) with searchable contents regarding testing and piloting scenarios. Specifications, results, and conclusions will be delivered in Word Document (English). Business Process Notation and Business Process modelling instruments will be used.
D6.3	6	The Initiatives mapping and alignment checklist	The individual initiatives, activities and checklists will be maintained at participants intranet section (English). Final report on methodology and best practices will be delivered in Word Document (English). Business Process Notation, Business Process modelling instruments will be used.
D7.1	7	Open Source Architecture	A description of the opensource implementation strategies
D7.2	7	IPR Policy	An IPR (OpenSource) policy for the project.
D7.3	7	Interop Lab guide	Interoperability guide document written to explain how stakeholders can participate in the interoperability lab.
D8.1	8	Registers of governing authorities, verifiable data registries, trust registries, attribute / schema registries, ecosystem members, and guidelines	Register of governing authorities for each use case. Register of verifiable data registries, trust registries, and attribute / schema registries needed to fulfil the cross-border use case piloting. The registers will also contain the associated business, legal, and technical policies. Discoverable register of ecosystem members that offers visibility to the member roles and responsibilities, capabilities, and ways how to interact with them. Additionally guidelines are provided how ecosystem members should be managed in an effective manner.
D8.2	8	Ecosystem auditing, certification, and sustainability guidelines	Auditing, certification, and sustainability guidelines for ecosystem members.
D9.1	9	Dissemination, communication and visibility plan	Final report on execution of all dissemination activities including impact analysis PDF format
D9.2	9	Dissemination final report	Report on execution of all dissemination activities including impact analysis PDF format – English

Annex 3: Changes to the Grant Agreement: Amendments. Requirements and procedures.

CHANGES TO THE GRANT AGREEMENT: AMENDMENTS.

An amendment is necessary whenever there is a need to change the GA (i.e. the core agreement and/or the Annexes). If a requested change affects the GA text, it must be included through an amendment.

Sample list of cases where an amendment is necessary / When is an amendment necessary?

- **Changes involving beneficiaries & linked third parties**
 - Adding a new beneficiary
 - Deletion of a beneficiary whose participation has been terminated because:
 - it has not signed the grant agreement
 - it has not provided a declaration on joint & several liability as requested
 - for some other reason
 - Change of beneficiary due to 'partial takeover'
 - Deletion or addition of linked third party (Article 14)
 - Specific case: if a beneficiary's participation is terminated at the initiative of other beneficiaries (Article 50.2)
- **Change involving the coordinator/principal beneficiary**
 - Change of coordinator
 - Change in the bank account the coordinator uses for payments
 - Change in the 'authorisation to administer' option
- **Changes affecting the project or its implementation**
 - Change to Annex 1
 - Change in the title of the project or its acronym, starting date, duration or reporting periods
 - Resumption of project activities after a temporary suspension (Article 49)
- **Changes involving the financial aspects of the grant**

- Change to Annex 2 or 2a
- Change in the maximum grant amount, reimbursement rate(s), the estimated eligible costs of the project (if applicable, for example it is not applicable to lump sum pilot projects), the amount of pre-financing or the contribution to the Guarantee Fund
- Change concerning specific cost categories ('specific unit costs')

□ **Amendments are NOT necessary**

● **For certain budget transfers.**

- Transfers of amounts between beneficiaries or between budget categories (or both) do NOT require an amendment, provided that the action is implemented in line with Annex 1 (see Article 4.2).
- Budget transfers within the personnel cost category and budget transfers to costs of internally invoiced goods and services are possible without having to amend the GA.

Examples:

1. During the action implementation, a beneficiary that declared its direct personnel costs as actual costs decides to change this and instead to declare them as unit costs in accordance with its usual accounting practices (average personnel costs)
2. An SME joins an on-going GA. The SME owner does not have a salary but incorrectly budgets its costs as actual personnel costs (category A.1). He realises the mistake and then switches to the unit costs for SME owners (category A.4).

- **If the name or address of a beneficiary, linked third party or coordinator changes.**
- **If a universal takeover results in a change of beneficiary**
- **If there is a change in the name of the bank or the address of the branch where the coordinator has an account, or in the name of the account holder.**

PROCEDURE: HOW TO LAUNCH AN AMENDMENT?

Amendment requests must be prepared by the requesting party, in this case, the Coordinator, directly in the Funding & Tenders Portal.

The procedure for submitting the amendment request is as follows:

- **Step 1: The Coordinator logs in to the Funding & Tenders Portal.**
- **Step 2: The Coordinator launches the amendment request, prepares all data and sends to the EU for review**
 - a. Launching a new interaction with the Service.
 - b. Preparing the amendment data.
 - c. Locking the amendment request for review
 - d. Sending the amendment request for review by the EU

Option: cancel amendment
- **Step 2: The EU Services review the amendment request (mandatory)**
- **Step 3: The Project Legal Signatory signs and submits the amendment request to the EU Services after the EU review**

Option: withdraw amendment
- **Step 4: The EU Services assess the amendment.**
- **Step 5: The EU Services accept (countersign the amendment) or reject (make available a rejection letter).**

Annex 4: DC4EU - Project KPIs

KPI no.	Description	Goal	Project month for total completion
1	Wallet issuing countries involved in the project	10	18
2	Wallet users involved in WP5	1000	18
3	Wallet users involved in WP6	250	18
4	Education domain-related institutions from different countries that will interface the Wallet in their pre-production systems.	25	18
5	Social security domain-related institutions from different countries that will interface the Wallet in their pre-production systems.	10	18
6	Education domain-related institutions issuing EAAs, QEAs and Credentials will interface to the Wallet in their pre-production systems.	25	18
7	Social security domain-related institutions issuing EAAs, QEAs and Credentials will interface to the Wallet in their pre-production systems.	10	18
8	Wallet transactions for the education domain completed in a pre-production environment.	5000	18
9	Wallet transactions for the education domain completed in a pre-production environment.	1500	18
10	Minimum number of qualified electronic signatures issued by users of the Wallet	250	18
11	Minimum institutions or companies from different countries will interface the Wallet in their pre-production systems to verify digital credentials in education.	9	18
12	Minimum of institutions or companies from different countries will interface the Wallet in their pre-production systems to verify digital credentials in social security.	6	18
13	Minimum of reference implementations of verifiers shown to interoperate with at least EBSI and at least one other technology stack.	2	14
14	Minimum of 10 Member States for which Governing Authorities have been identified partake in the project.	10	6
15	Minimum of ecosystem members in different ecosystem roles	5	6
16	Minimum of identified verifiable data registries and trust registries that adhere to the ecosystem guidelines and policies.	5	9

17	Minimum of identified attribute / schema registries that adhere to the ecosystem guidelines and policies.	5	9
18	Minimum of entities that have undergone audits / certifications / sustainability assessments defined in the ecosystem governance rules.	40	13

KPI no.	Channel / Activity	Impact	KPI		Target group	Goal I	Goal II	Goal III
19 (C)	Website at DC4EU.EU	Main information channel, communication of project results, news, events. Generate awareness on project	Page views		EC, Policy-makers, Research Community, DC4EU Community of Practice		>15000	>25000
			Countries reached				>25	>30
			Average stay time				>2 min	>2min
20 (C)	Social Media Platforms	Brand building, increasing visibility to stakeholders active in social media, raising awareness of Project and redirecting to news items on website when appropriate	# followers	Twitter	Public, Community of Practice		>350	>500
				LinkedIn			>100	>150
			# of social media posts on platforms				>120	>200
			# of social media posts shared / mentioned by third parties				>200	>300
21 (C)	Instant Messenger	Facilitation of real-time and asynchronous communication	#of members on Signal		Members of DC4EU Working Groups, Community of Practice		>40	>100
22 (C)	Newsletters	Communication of project news, events, results to project subscribers	# of newsletters sent		DC4EU Community of Practice	1	4	8
			# of newsletter views through the website				>200	>500
23 (C)	Scientific Publications	Dissemination of knowledge and technologies developed	# of papers published (conferences, journals)		Research Community		5	25
24 (C)	Standardization contributions	Contribution to the definition of new and existing standards	# of contributions					2

25 (C)	Liaison with related EU and international Projects	Establish synergies, adapt to widely adopted references, exchange of information, create critical mass	# of projects/initiatives liaised with	Policy-makers		5	10
26 (C)	Events: Technical Workshops (online)	Validation of approach, findings, dissemination of project activities. Engagement, awareness, involvement of industrial stakeholders and reach to pilot stakeholders	# international events attended to disseminate project results	EC, Members of DC4EU Working Groups, Community of Practice		10	20
			# events organized to disseminate project results (e.g. panels, workshops)			3	8
			# attendees to the final event/closing ceremony				>150
27 (C)	Github/ Gitlab	Open-source availability of project software	# contributors			20	30
			# components			5	10

Annex 5 : Tools and Artefacts

Reporting, Monitoring and Evaluation Process

The following tools will be used for reporting, monitoring and evaluation:

- Interim Report
- Final Report

Change Request Management

The following tools will be used for change management:

- Change Log
- Change Request Form