



CORE

sScience and human factOr for Resilient sociEty

Deliverable title: Project Management
Plan & ethical conduct

Deliverable ID: D1.1

Document version: 1.0

Partner responsible: UNISA

Due date: M3

Status: Final



Document Control Sheet

Deliverable number	D1.1
Deliverable name	Project Management Plan & ethical conduct
Dissemination Level	PU
Call	H2020-SU-SEC-2020
Topic	SU-DRS01-2018-2019-2020 Human factors, and social, societal, and organisational aspects for disaster-resilient societies
Consortium Coordinator	UNISA
Edition	1.0



Authoring & Approval

Authors of the document	
Name/Beneficiary	Position/Title
Alfonso Rossi Filangieri	WP1 leader
Raffaella Russo	Project Coordination Committee
Michèle Barbier	Project ethics expert partner
Paolo Capuano	Project coordinator

Approved for submission - Representatives of beneficiaries involved in the project		
Name/Beneficiary	Position/Title	Date
Paolo Capuano	Project Coordinator	30/11/2021
Michèle Barbier	Project ethics expert partner	30/11/2021

Copyright © 2021 CORE Consortium Partners. All rights reserved. CORE is a Horizon 2020 Project supported by the European Union under grant agreement no. 101021746. You are permitted to copy and distribute verbatim copies of this document, containing this copyright notice, but modifying this document is not allowed.

The information contained in this document represents the views of CORE members as of the date of its publication and should not be taken as representing the view of the REA or of the European Commission.



ABSTRACT

The CORE Project Management Plan & ethical conduct is devoted to the execution and control of the project activities, by providing a description of the organisational and managerial aspects of the project, together with the ethical aspects it will comply. This deliverable describes roles and responsibilities, administration and coordination activities, risks and issues management. The document has a dedicated section related to the project ethical conduct. However, all the aspects related to the possible ethical issues arisen from research activities, will be treated in the Work Package 10 deliverables.

The Communication, Dissemination and Exploitation plan is out of scope of this document, being addressed in deliverable 8.1, to be issued at month 6.



TABLE OF CONTENTS

ABSTRACT	4
ACRONYMS	7
INTRODUCTION	8
2. PROJECT MANAGEMENT STRUCTURE AND ROLES	9
2.1 Project Management Structure	10
2.1.1 GA General Assembly	11
2.1.2 PC – Project Coordinator	11
2.1.2.1 Project Coordination Committee (PCC)	12
2.1.3 PMT – Project Management Team	12
2.1.4 PDM- Project Dissemination Manager	12
2.1.5 WPLs – Work Package Leaders	12
2.1.6 Advisory Board (AB)	13
2.1.7 Ethics Advisory Board (EAB)	14
2.2 Project ordinary and possible extraordinary meetings of the management bodies	14
3 PROJECT STRUCTURE AND TIMELINE	15
3.2 CORE project deliverables and submission process	17
3.3 Reports & Reviews	21
3.3.1 Scheduled meeting to monitor project advancements	21
3.3.2 Communication among consortium partners	22
3.4 Project milestones	23
3.4 Risk Management	23
4 PROJECT ETHICAL CONDUCT	27
5 CONCLUSION	29
	30



LIST OF FIGURES

Figure 1 Deliverables submission process	21
--	----

LIST OF TABLES

Table 1 Synoptic chart on consortium composition	10
Table 2 CORE management structure	10
Table 3 CORE WPs information and WPLs.....	13
Table 4 Management bodies ordinary and extraordinary meetings.....	15
Table 5 CORE GANTT chart.....	16
Table 6 CORE project deliverables.....	20
Table 7 Scheduled meetings and events for the entire CORE lifespan.....	22
Table 8 Project milestones	23
Table 9 CORE Risks register	27



ACRONYMS

AB – Advisory Board
CORE – sScience and human factOr for Resilient society
DEL– Deliverable
DPO – Data Protection Officer
EAB – Ethics Advisory Board
GA – General Assembly
GDPR - General Data protection Regulation
HANKEN – Hanken School of Economics, Finland
ISE – Institute for Science & Ethics, France
ISSNOVA - Institute for Sustainable Society and Innovation, Italy
M - Month
MTO – MTO Safety, Sweden
PC – Project Coordinator
PCC – Project Coordination Committee
PDM – Project Dissemination Manager
PMT – Project Management Team
REA – European Research Executive Agency
RESALLIENCE - Sixense Engineering, France
SCC – Scientific Coordination Committee
SSH – Social Science and Humanities
UNISA – University of Salerno, Italy
WP – Work package
WPL – Work Package Leader



INTRODUCTION

CORE is a 3-year project (2021-2024) that aims to to develop a harmonized vision of crisis management awareness and capability.

CORE has 4 specific objectives, illustrated as follows:

- Objective 1: To define and apply a crisis modelling framework able to describe disaster scenarios and dynamics according to human, social and societal variables and organizational aspects under cascading effects.
- Objective 2: To define and test suitable indicators to assess the weight of Human Factors, social and societal aspects in societal resiliency to disasters, providing an insight into resiliency diversity among European regions and social groups at local scale.
- Objective 3: To define and apply a suitable methodology for more efficient use of social media in disaster situation based on the analysis of information flow prior, during and after the disaster as well as on analysis of how information in social media is influencing risks perceptions and how tools to fight misinformation could be used by various groups of stakeholders during the crisis management.
- Objective 4: To deliver a set of guidance materials to implement and monitor initiatives with local communities to improve preparedness, adaptability, and resilience to risks by and for all social groups.

To comply with the described objectives, the project should have an appropriate management structure and ethical governance.

As such, Del 1.1 describes the management structure of the CORE project and procedures to ensure the quality (also from an ethical point of view) of day-to-day project's management and to allow flexible and rapid response to situations or challenges as they arise.

Del 1.1 has the following objectives:

- ✓ To ensure the correct execution of the project's work plan including adaptation strategies in case of criticalities that may occur during the project
- ✓ To guarantee efficient communication within and outside the consortium
- ✓ To assure the overall coordination of all activities among the project partners
- ✓ To let the project comply with the objectives, by actively promoting the collaboration of consortium partners and involving relevant external stakeholders (if needed)
- ✓ To enable timely reporting to the European Commission and the administrative and financial management of the project

The deliverable is composed of the following sections:

- Section 2: Project management structure and roles



Del 1.1

- Section 3: Project structure and timeline
- Section 4: Project ethical conduct
- Section 5 Conclusion

2. PROJECT MANAGEMENT STRUCTURE AND ROLES

CORE (sScience and human factOr for Resilient sociEty) is a 36 months, composed of 19 partners from 11 countries from and outside EU. Within the consortium there are Universities, research institutions, SMEs, practitioners and end-users. The following synoptic chart give the essential information about the project and the consortium composition.

CORE - sScience and human factOr for Resilient sociEty Grant agreement n° 101021746		
Participant	Participant organisation name	Country
1 (Coordinator)	University of Salerno (UNISA)	Italy
2	Institute for Sustainable Society and Innovation (ISSNOVA)	Italy
3	Eidgenössische Technische Hochschule Zürich (ETHZ)	Switzerland
4	International Institute for Applied Systems Analysis (IIASA)	Austria
5	University of Huddersfield (HUD)	UK
6	Hanken School of Economics (HANKEN)	Finland
7	Saher (Europe) OU (SAHER)	Estonia
8	Public Safety Communication Europe Forum (PSCE)	Belgium
9	Institut de Science et Ethique (ISE)	France
10	College of Law and Business (CLB)	Israel
11	Mto Safety AB (MTO)	Sweden
12	Sixense Engineering (RESALLIENCE)	France
13	Euro-Mediterranean Seismological Centre (EMSC)	France
14	Italian National Fire Corp (INFC)	Italy
15	Italian Red Cross- Branch of Vicenza (CRI)	Italy



16	Comune di San Giuseppe Vesuviano, consorzio comuni vesuviani (UCSA)	Italy
17	University of Applied sciences for public service in Bavaria (HFOD)	Germany
18	Austrian Red Cross (AusRC)	Austria
19	Ministero della Cultura (PAFLEG)	Italy

Table 1 Synoptic chart on consortium composition

This section extends and specifies better the section 3.2 of the CORE Grant Agreement. It will provide information and details about CORE project organization structure and about the various teams/roles in the projects, specifying the names of the people involved, together with their roles.

2.1 Project Management Structure

Project Management relies on a hierarchical structure to enable a successful project management and to secure the achievement of the results envisaged by the project. It consists of three different levels:

- strategic (PMT and GA);
- scientific (SCC);
- operational (WP and Task Leaders).

The CORE project has a well-defined management structure, that is showed below:

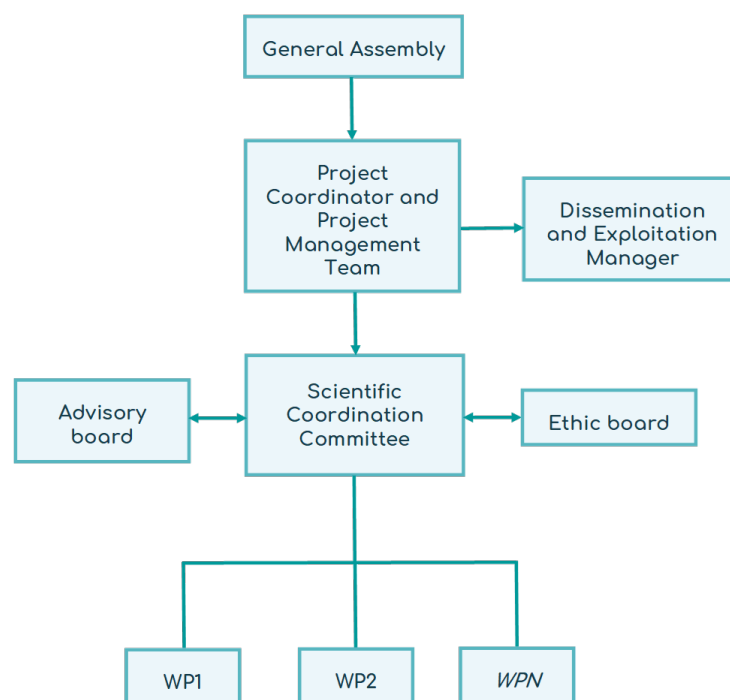


Table 2 CORE management structure



Del 1.1

The **General Assembly (GA)** is the ultimate decision-making body of the consortium.

The **Project Management Team (PMT)** as the supervisory body for the execution of the Project which shall report to and be accountable to the General Assembly

The **Project Coordinator (PC)** is the legal entity acting as the intermediary between the Parties and the Funding Authority. The Coordinator shall, in addition to its responsibilities as a Party, perform the assigned tasks as described in the Grant Agreement and in the Consortium Agreement.

Scientific Coordination Committee (SCC) will assist the PC in the scientific management of the Project.

2.1.1 GA General Assembly

The General Assembly (GA) is responsible for the decision-making process of CORE and is chaired by the PC.

The GA will control the risk management, ensure project quality, achieving milestones, bringing to fruition the expected impacts, and resolving any possible conflicts within or between WPs. The GA will consider and decide appropriately upon any proposed change on the scheduling or structure of the work plan, including changes to consortium plan (e.g., entry/dismal of partners, suspension of all or part of the project) or budget, in accordance with the EU commission. The GA will implement changes to the project in response to boards recommendations. The GA is responsible for the proper execution and implementation of the consortium decisions.

2.1.2 PC – Project Coordinator

In close collaboration with the Project Management Team (PMT), and supported by the Project Coordination Committee (PCC) the PC Paolo Capuano (UNISA) performs the day-to-day management of the project on the executive level, resolves possible conflicts and monitors the work progress with respect to the project plan. Actions to be performed are:

- Supervision of legal issues
- Organisation of ordinary annual review meetings with the EC
- Coordination of reporting within the consortium
- Assurance of inter-project communication and networking with the EC

UNISA will have the role of the Coordinator thus having overall responsibility for management of the project, and therefore carry out the role of Project Manager as defined above. Paolo Capuano is an experienced scientist who has been responsible of several national and international projects. UNISA will have overall responsibility for administrative matters, for all liaisons with the EU Commission and for details of the role as described above. To accomplish this issue, UNISA will have a support body (PCC) that will facilitate the project management.



Del 1.1

2.1.2.1 Project Coordination Committee (PCC)

The committee is composed of people from UNISA, that support the scientific coordinator by managing both scientific and financial aspects. More in details, it is composed of:

- Alfonso Rossi Filangieri (project manager) who will:
 - ✓ Supervise the legal issues
 - ✓ Undertake financial monitoring and tracking
- Raffaella Russo who will:
 - ✓ monitor and support the scientific issues of the project
 - ✓ manage the communication among and outside the consortium.

The Committee will assure a complete view over the work progress, guaranteeing timely and qualitative achievement of objectives.

Furthermore, the implementation of quality management activities will be performed to assure proper technical quality of the project results, including the handling of deliverables and their peer reviews.

2.1.3 PMT – Project Management Team

The PMT is chaired by the PC and comprise the PCC, and the PIs of ISSNOVA (Gabriella Duca), IIASA (Nadejda Komendantova) and SAHER (Andrew Staniforth). The PMT will meet twice, once during the first annual meeting and a second time on the twelfth month. It will have quarterly scheduled teleconference. The PMT will handle the technical day-to-day management of the project through:

- Monitoring of technical progress and major deliverables
- Performing risk analysis and preparation of contingency plans
- Providing methodological and technical assistance to all project work packages and tasks
- Coordination of updates of the work plans
- Progress controlling on work package level to derive and perform respective measures in time
- Implementation of appropriate risk management measures

2.1.4 PDM- Project Dissemination Manager

The dissemination of project results is a priority for CORE. Marie-Christine Bonnamour (PSCE) is the PDM by considering her experience. PDM will ensure a proper dissemination of project results through the Project website, the participation to targeted events and publication of articles in peer reviewed journals.

2.1.5 WPLs – Work Package Leaders

WPLs deal with the development tasks and work packages and are responsible for the overall coherence and technical implementation of project outputs at



implementation level. Each WPL is responsible for the production of deliverables in the scheduled tasks, allocating the resources, approving the inputs for the WP activities and, finally, collecting contributions to produce the deliverables.

The CORE project is divided in 10 Work packages (WPs), detailed below

Work package No	Work Package Title	Lead Participant Short Name	WP leader
1	Project management	UNISA	Alfonso Rossi Filangieri
2	Natural and man-made disaster scenarios	SAHER	Andrew Staniforth
3	Community resilience in selected past crisis	HUD	Dilanthi Amaratunga
4	Cascades	HANKEN	Wojciech Piotrowicz
5	Human centered disaster preparedness, emergency management and safety culture diversity among European countries and groups	ISSNOVA	Gabriella Duca
6	Risk perception, improving resilience and dynamic risk	ETHZ	Michèle Marti
7	Social media information/misinformation and risk communication	IIASA	Nadejda Komendantova
8	Dissemination and crucial stakeholders' engagement	PSCE	Marie-Christine Bonnamour
9	CORE legacy	UNISA	Ortensia Amoroso
10	Ethics requirements	UNISA	Raffaella Russo

Table 3 CORE WPs information and WPLs

2.1.6 Advisory Board (AB)

CORE has established an Advisory Board (AB). The AB will advise the PMT on the relevance of the various research activities, will provide feedback to the proposed project approaches and results, will monitor the progress of project work, providing indications, will provide guidelines and recommendations for better addressing next project steps.



Del 1.1

The AB will review the progress of all activities on an annual basis, ensuring that the project is addressing variations within the European and International landscapes. The AB will be available for consultation on key policy issues. The body will interact with the WPLs and meet the consortium members once a year. The meetings will coincide with meetings of the PMT.

The CORE AB is formed by:

- Denis Coelho, Associate Professor in Work Organization – Human Factors and Ergonomics at the School of Engineering of Jönköping University
- Farrokh Nadim, Technical Director at the Norwegian Geotechnical Institute, coordinator of the International Centre for Geohazards
- Daniela Di Bucci, Italian Civil Protection Officer
- Stanislaw Lasocki, Professor at Polish Academy of Sciences, Institute of Geophysics

2.1.7 Ethics Advisory Board (EAB)

Ethics Advisory Board (EAB) has been set up to ensure that the activities conducted within the consortium adhere to the highest level of standards. The EAB will assist the tasks described in various WP, especially WP4, WP5, WP9 and WP10. It is essential that the EU standards of ethical conduct are upheld both within the EU, and outside when the research results will be employed by CORE. The EAB has the task to provide recommendations to ensure that project outcomes are achieved in an ethical manner, ensuring their transparency and fairness. EAB will also ensure that the innovations will be correctly deployed and that the outcomes of the research are precisely interpreted and communicated to all stakeholders.

The CORE EAB is formed by:

- Silvia Peppoloni, Istituto Nazionale di Geofisica e Vulcanologia (INGV)
- Dan Grecu, Project and Communications Manager, Sciences Po

2.2 Project ordinary and possible extraordinary meetings of the management bodies

In the following table ordinary project meetings and possible extraordinary meetings are indicated. They are referred to the sessions dedicated to the management bodies of the project. In particular:

	Ordinary meeting	Extraordinary meeting
General Assembly	At least once a year, during a yearly consortium meeting	At any time upon written request of the PMT or 1/3 of the Members of the General Assembly



Del 1.1

Project Management Team	At least twice per year	At any time upon written request of any Member of the Project Management Team
Scientific Coordination Committee	At least twice per year	At any time upon written request of any Member of the Scientific Coordination Committee

Table 4 Management bodies ordinary and extraordinary meetings

3 Project structure and timeline

The core project is divided in 10 WPs (as previously underlined) and has the following WPs interaction:

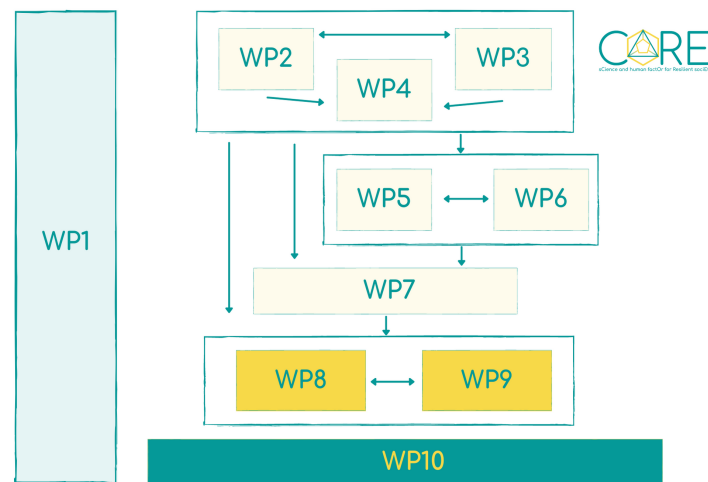


Figure 1 CORE WPs interaction chart

The previous figure schematically shows the relation and synergies of the CORE WPs. WP1 will manage the consortium and facilitate the accomplishment of its ambitious goals. WP2-4 will analyze natural and man-made disasters scenario in six case studies, will develop a community resilience strategy and will cascade that impact on security of supply, and thereby on societal resilience. WP5-6 will design and test, with an in the field survey, a toolkit to measure how positive or negative safety culture is in the selected disaster scenarios and will investigate the effectiveness of different strategies for rational mitigation actions and decision-making during evolving crises. WP7 will develop and validate the methodological framework to deal with various kinds of relevant for disaster risk reduction information on social media also including disinformation, misinformation, fake news, and videos etc. about disaster risk reduction relevant issues in social media. WP8-9 will oversee the dissemination of the results and will promote the exploitation of the project results and provide policy recommendations. WP10 will assure that all the midterm and final project results will meet the ethical requirements.

The following GANTT chart shows the project timeline activities.



Del 1.1



Table 5 CORE GANTT chart

To guarantee the correct achievements of the foreseen outcomes, the CORE project has envisaged deliverables, milestones and potential risks that are better defined in the following sections.



3.2 CORE project deliverables and submission process

The project defined a list of deliverables certifying the project achievements. The table below shows the deliverables list. The scheme indicates the deliverable number, the title, the related WP, the lead institution, the type of deliverable, the dissemination level and finally the due date.

Deliverable Number	Deliverable Title	WP No	Lead beneficiary	Type	Dissemination level	Due Date (in Months)
D1.1	Project Management Plan & ethical conduct	WP1	1 - UNISA	Report	Public	3
D1.2	Data Management Plan	WP1	1 - UNISA	ORDP: Open Research Data Pilot	Public	6
D1.3	Final Report on Ethical Conduct	WP1	9 - ISE	Report	Public	36
D2.1	Natural and man-made disaster scenarios analysis framework	WP2	7 - SAHER	Report	Public	12
D2.2	Natural and manmade disaster case study identification, research and analysis	WP2	15 - C.R.I.	Report	Public	18
D2.3	Comparative analysis of natural and manmade disaster case studies	WP2	7 - SAHER	Report	Public	24
D3.1	Critical analysis of past disasters	WP3	5 - HUD	Report	Public	18
D3.2	Cultural Heritage	WP3	2 - ISSNOVA	Report	Public	24
D3.3	Risk governance strategy	WP3	5 - HUD	Report	Public	28
D3.4	A community resilience strategy	WP3	5 - HUD	Report	Public	30



Del 1.1

D4.1	Counterfactual risk analysis	WP4	1 - UNISA	Report	Public	24
D4.2	Comparative analysis and case briefs of preparedness and security of supply	WP4	6 - HANKEN	Report	Public	18
D4.3	Combined systems dynamics model and policy brief of cascades across events, sectors, and supply chain disruptions	WP4	6 - HANKEN	Report	Public	24
D4.4	Risk framework of cascades	WP4	3 - ETHZ	Report	Public	28
D4.5	Multi-Risk analysis	WP4	1 - UNISA	Report	Public	20
D5.1	Human centeredness and safety culture measurement toolkit	WP5	2 - ISSNOVA	Report	Public	18
D5.2	Report on Human centred disaster preparedness, emergency management and safety culture diversity among European countries + UK, Israel and social groups	WP5	11 - MTO	Report	Public	30
D6.1	Risk-benefit analysis	WP6	3 - ETHZ	Report	Public	24
D6.2	Decision making and resilience	WP6	1 - UNISA	Report	Public	30
D6.3	Role of emerging technologies enhancing safety culture	WP6	3 - ETHZ	Report	Public	36
D7.1	Report about communication patters	WP7	10 - CLB	Report	Public	18



Del 1.1

D7.2	Misinformation in social media on risks perceptions	WP7	3 - ETHZ	Report	Public	24
D7.3	Report on communication in social media and ethical values	WP7	9 - ISE	Report	Public	24
D7.4	Stakeholders Preferences on tools	WP7	4 - IIASA	Report	Public	36
D7.5	Tool to fight misinformation on earthquakes	WP7	13 - EMSC	Report	Public	36
D8.1	CORE PDP	WP8	8 - PSCE	Report	Public	6
D8.2	CORE dissemination & communication activities report final	WP8	8 - PSCE	Report	Public	36
D8.3	CORE web-site and Online dissemination and communication infrastructure	WP8	1 - UNISA	Report	Public	6
D9.1	CORE policy recommendations	WP9	1 - UNISA	Report	Public	36
D9.2	CORE legacy: ethical recommendations	WP9	9 - ISE	Report	Public	32
D9.3	CORE App	WP9	1 - UNISA	Other	Public	36
D10.1	H - Requirement No. 1	WP 10	1 - UNISA	Ethics	Confidential, only for members of the consortium (including the Commission Services)	1
D10.2	H - Requirement 2 No.	WP 10	1 - UNISA	Ethics	Confidential, only for members of the consortium (including the Commission Services)	3



D10.3	POPD – Requirement No. 3	WP 10	1 - UNISA	Ethics	Confidential, only for members of the consortium (including the Commission Services)	1
D10.4	GEN – Requirement No. 5	WP 10	1 - UNISA	Ethics	Confidential, only for members of the consortium (including the Commission Services)	12
D10.5	GEN - Requirement No. 6	WP 10	1 - UNISA	Ethics	Confidential, only for members of the consortium (including the Commission Services)	24
D10.6	GEN - Requirement No. 7	WP 10	1 - UNISA	Ethics	Confidential, only for members of the consortium (including the Commission Services)	36

Table 6 CORE project deliverables

3.2.1 Deliverables submission process

To assure the high quality of the produced deliverables and their timely submission, specific procedures have been envisaged.

The partner responsible for the deliverable, will start the editing process, also asking possible contributions to the other members.

Then, the deliverable will be sent to the reviewers 20 days before the due date. The coordinator will appoint two reviewers (not contributing to the deliverable) who, together with him, will examine the document contents.

In one week, the reviewers will send their feedbacks and comments to the responsible of the document who will integrate them and send the final deliverable version to the coordinator 5 days before the submission deadline.



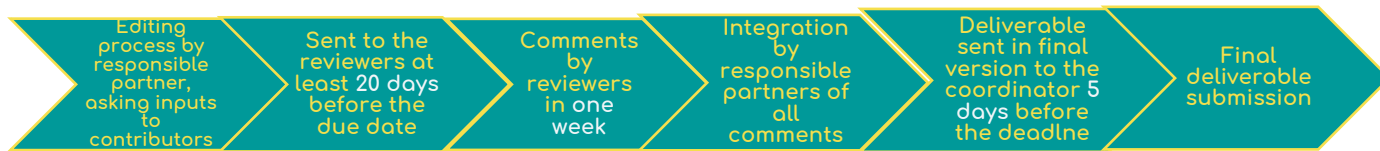


Figure 1 Deliverables submission process

The deliverables, after the formal approval from the EU, will be included in the project website.

3.3 Reports & Reviews

Formal and informal reports and reviews will be set up, in order to guarantee the advancements of the project activities.

To facilitate the internal monitoring, the project will organize monthly meetings with all WPLs.

Furthermore, six-month internal report will be prepared by the WPLs to check the status of WPs, the advancement of tasks, and the status of the documents.

The CORE project officer is Antonio Fernandez-Ranada-Shaw and the project will formally refer to him for any technical and financial matter to be discussed with the REA Agency. In accordance with the project officer and as formalized in the Grant Agreement, formal reports on the project advancements to the European Commission will be made by the coordinator and the management committee according to the tentative reporting schedule:

- Review 1: Month 18, Location: Brussels
- Review 2: Month 36, Location: Brussels

3.3.1 Scheduled meeting to monitor project advancements

During the project KoM, some relevant events and meetings have been indicated. The following table shows them.



Del 1.1

Month/Location	Meeting/ event
M1 - Naples	Kick-off meeting
M12 – Vienna	1 st Annual Meeting
M12 – TBD	1 st Cross fertilizing event to share first results with other projects of the cluster
M24 – TBD	2 nd Annual Meeting
M24 – TBD	2 nd Cross fertilizing event to share first results with other projects of the cluster
M33 – Rome	Stakeholders workshop
M36 - Salerno	Final meeting
M36 - Salerno	Final open conference: invitation also to other projects of the cluster
Monthly/online	Monthly coordination meeting with all WP leaders
Periodically/online	PMT (UNISA, ISSNOVA, SAHER, IIASA)
Periodically /online	Scientific coordination Committee (PMT + WP Leaders)

Table 7 Scheduled meetings and events for the entire CORE lifespan

The project KoM took place in Naples on September 30th and October 1st in blended mode. The second annual meeting will take place in Vienna in September 2022. The exact dates will be decided in the next months.

3.3.2 Communication among consortium partners

Communication is essential for both internal and external purposes. In this section the internal communication is specified, while the CORE communication activities outside the consortium will be addressed in del 8.1.

To facilitate the communication and sharing of relevant activities and documents the PCC is generating shared folders, organized at WP level. Furthermore, additional shared folders have been created for the project visual identity and to distribute management materials (six monthly reports, mid-term reports, financial documents and so on).

The WP folders have also a space on SharePoint, where all the WP participants can upload documents and work on reports in online mode.

Different email lists have been created and shared among interested parties. In details, the following email registers have been generated:

- Consortium participants list
- Single institutions list
- WPs list
- PMT list
- SCC list
- AB list
- EAB list
- Boards list

The registers are updated according to the partners needs (new members entry, members cancellation) and project requirements (possible new partners, new board members entry, board members cancellation and so on).



3.4 Project milestones

Some project milestones have been indicated in the Grant Agreement. Their principal scope is to certify the project achievements.

The table below shows them

Milestone number	Milestone name	Related work package(s)	Due date (in month)	Means of verification
1	Kick off meeting	1	2	Minutes of the meeting
2	Case Study Comparative Analysis	2	22	Comparative analysis of natural and manmade disaster case studies ready
3	Community resilience strategy	3	28	Report with community resilience strategy ready
4	Safety culture measurement toolkit	5	16	Safety culture toolkit ready
5	Identified preferences on misinformation tools	7	34	Identification on preferences about misinformation tools ready
6	Procedures validation through Stakeholders workshop	8	32	Workshop to validate proposed procedures held

Table 8 Project milestones

At the time of this deliverable editing, the first milestone has been achieved.

3.4 Risk Management

The objective of CORE Risk Management is to provide the process and techniques for the efficient evaluation and control of project risks, focusing on their precautionary diagnoses and effective handling.

- Risk Management - planning of required activities to manage the risk, evaluation of the results, supported by continuous monitoring and rigorous review.
- Risk Analysis - identification of a risk and assessment of its importance and evaluation of whether it is acceptable for the project.

Risk Management will be performed as an integral part of CORE Project Management, and will be monitored as a standing agenda item at all project meetings throughout the full duration of the project. To ensure ownership and oversight of project risk-related processes, the CORE consortium will have responsibility to establish and maintain a CORE Risk Register, where the probability and impact of all potential identified risks can be assessed, and measures to minimise and mitigate the risks implemented, monitored and reviewed. The CORE Risk Register includes the recording following assessment of the probability and impact of identified risks, measured against a matrix of High, Medium or Low, ranking them in order and establishing appropriate prioritisation and mitigation measures. The 'likelihood' and 'impact' risk level descriptions are as follows:

LIKELIHOOD of risk level descriptions:



Del 1.1

- Low

A 'Low' likelihood of risk to project CORE indicates that the risk is **unlikely** to occur but requires regular monitoring.
- Medium

A 'Medium' likelihood of risk to project CORE indicates that the risk is **likely** to occur and requires regular monitoring and review.
- High

A 'High' likelihood of risk to project CORE indicates that the risk is **highly likely** to occur and requires rigorous and regular review.

IMPACT of risk level descriptions:

- Low

A 'Low' impact of risk to project CORE indicates that the risk will be **unlikely** to disrupt project progress but requires monitoring, and review.
- Medium

A 'Medium' impact of risk to project CORE indicates that the risk is **likely** to disrupt project progress and action is required.
- High

A 'High' impact of risk to project CORE indicates that the risk is **highly likely** to disrupt project progress and requires urgent action.

The identification of risks as part of Risk Analysis activity is the responsibility of all CORE partners. All CORE partners accept and understand their role and responsibility of continuously horizon scanning for new and emerging risks, and reporting any identified risks in line with CORE Risk Management processes. The identification and reporting of potential risks is an essential role for all project partners to undertake. Any identified potential risk will be immediately reported to the CORE Project Manager who will assess the risks and put in place mitigating measures, monitored via the CORE Risk Register, being underpinned by regular reporting to Project Management meetings and communicated to all project partners.

CORE project Coronavirus Risk Mitigation: The CORE project has been purposefully designed for implementation in a post-Covid-19 working environment, with contingencies put in place in the event of a further surge of infections requiring government action for a nationwide or regional lockdown and quarantine in any member state. These contingency measures will ensure project delivery continuity without diminishing the quality of deliverables or other project outputs should a second or continued surge in Covid-19 infections occur in any member state throughout the full duration of the project.

Core Risk Register		
Description of risk	Work package(s) involved	Proposed risk-mitigation measures
Midterm and final outputs not delivered in the timeframe	All	This risk is mitigated by the selection of experienced personnel in the consortium. All partners have gained experience by participating to



Del 1.1

<p><u>Level of impact: Medium</u></p> <p><u>Level of likelihood: Low</u></p>		<p>several national and international projects. If problems arise because of lack of data, other high-quality outputs in line with CORE objectives will be delivered.</p>
<p>Scarce stakeholders' involvement</p> <p><u>Level of impact: High</u></p> <p><u>Level of likelihood: Low</u></p>	<p>All</p>	<p>CORE has on board key end users and has several letters of support (see attachment in section 4-6) from different stakeholders. Furthermore, the project will be promoted via web and relevant stakeholders is guaranteed by the partners relationships with them. Consortium partners have a relevant track record in EU funded research project and are used to participate to AB and consultation bodies in external projects. This will allow single persons in project team to exploit their personal network and links to get in touch with stakeholders representatives in case institutional contacts will fail.</p>
<p>Lack of consensus within Consortium</p> <p><u>Level of impact: High</u></p> <p><u>Level of likelihood: Low</u></p>	<p>All</p>	<p>Management procedures guidelines have been established, discussed, and agreed upon at proposal stage for enabling effective decision-making and conflict resolution. The previous experience of members in working together, and within collaborative research projects, minimizes the probability of this risk</p>
<p>Poor representativeness of vulnerable categories</p> <p><u>Level of impact: High</u></p> <p><u>Level of likelihood: Low</u></p>	<p>WP2, WP3, WP4, WP5, WP6, WP7, WP8, WP9</p>	<p>Civil society associations already supporting CORE cover all types of vulnerabilities addressed by the project. At very beginnings of the project, the support of other associations will be sought, also thanks to the help of already engaged associations</p>



Del 1.1

<p>Reluctance or conflicts among stakeholder institutions/groups to share data and information related to disaster case study analysis and safety culture</p> <p><u>Level of impact: Medium</u></p> <p><u>Level of likelihood: Medium</u></p>	<p>WP2, WP5</p>	<p>Case studies have been suitably identified to ensure the involvement of local partner already trusting the CORE project team. Data gathering activities will be accurately planned and communicated in advance to involved peoples and organizations, clearly transmitting the “no blame culture” approach</p>
<p>Lack of or limited possibility for face to face meeting with consortium members and with experts</p> <p><u>Level of impact: Medium</u></p> <p><u>Level of likelihood: Medium</u></p>	<p>WP8, WP9</p>	<p>The recent COVID-19 crises had shown the possibility that face-to face meeting would be impossible. CORE will switch to remote consultation (via WebEx or similar). It will collect feedback from experts (AB and stakeholders) via electronic surveys.</p>
<p>Difficulties to access open-source databases (or the lack of required data in this databases) for evaluation of consumed information through digital communication channels.</p> <p><u>Level of impact: Medium</u></p> <p><u>Level of likelihood: Low</u></p>	<p>WP7</p>	<p>Artificial intelligence algorithms can be development based on available data in a number of countries. This algorithm can be applied for generation of the missing data in other countries.</p>
<p>Difficulties to follow the pathways and spread of disinformation.</p> <p><u>Level of impact: Low</u></p> <p><u>Level of likelihood: Low</u></p>	<p>WP7</p>	<p>For countries where such difficulties might appear example will be provided from other countries where it is easier to follow the spread of disinformation.</p>
<p>Lack of reaction to bot messages on earthquakes.</p> <p><u>Level of impact: Low</u></p> <p><u>Level of likelihood: Medium</u></p>	<p>WP7</p>	<p>The missing reaction and feedback to bot messages can be substituted by a decision-making experiment with a certain group of stakeholders.</p>
<p>Lack of visibility of project achievements</p>	<p>All</p>	<p>The changes in the European and national legislation with</p>



<p><u>Level of impact: High</u></p> <p><u>Level of likelihood: Low</u></p>		<p>regard to the personal data privacy and protection, and the sharing and reuse of user data in research could possibly pose some ethical issues regarding privacy. However, the constant EU-wide monitoring of the legislation and the establishment of a team for monitoring and checking the legal and ethical compliance of the designed and developed S&R platform services will minimize and eliminate this risk.</p>
--	--	--

Table 9 CORE Risks register

The CORE project will update this register if needed, by eliminating and/ or adding potential risks.

4 Project Ethical conduct

The CORE research methodologies imply several severe ethics issues, *inter alia* the engagement of vulnerable groups through interviews and workshops. These research activities will be assessed by the UNISA Ethics committee for obtaining ethics approval.

Ethics issues in CORE research activities

Some partners have already detailed the tasks regarding the engagement of research participants also implying the protection of their personal data. HANKEN, MTO and ISSNOVA will run different activities (detailed in the deliverables 10.1 and 10.3, already submitted) and have detailed the procedures to include and recruit participants, with a particular attention to vulnerable categories, minors, and unable people. The final aim is to protect those individuals, minimising the risk of their stigmatisation, and to protect their personal data.

Additional partners have also expressed their interest in research activities engaging vulnerable group (such as RESALLIENCE). Their sensibilisation on ethics procedures will be ensured and monitored throughout the length of the project. Moreover, AI tools for semantic analysis considering factual information and/or opinions (all available in the public domain) will be carefully used and scientists will be careful on potential incidental findings.

CORE will also ensure ethics compliance with EU standards and ethical principles such as the European code of conduct for research integrity, the Charter of Fundamental Rights of the European Union, the EC guide for Ethics in Social Science and Humanities (2018), EC Research Ethics in Ethnography/Anthropology and the checklist¹ for higher-risk SSH research and at national, EU, and international legislation, including the Directive 95/46/EC (General Data Protection Regulation)

¹ https://ec.europa.eu/research/participants/data/ref/h2020/other/hi/h2020_ethics-soc-science-humanities_en.pdf



Del 1.1

Overall, the ethics dimension will be taken into consideration to meet the following values: respect for human freedom, dignity, equality and solidarity, citizens' rights and justice. CORE will ensure the protection and promotion of rights and values as enshrined in the EU treaties, the Charter of Fundamental Rights and the applicable international human rights conventions, in particular when engaging civil-society organisations and other stakeholders active at the local, regional, national and transnational levels.

CORE will be compliant with the Charter of Fundamental Rights and more specifically will apply particular principles:

- **Human dignity** and the right to the integrity of the person, prohibition of torture and inhuman or degrading treatment or punishment, prohibition of slavery and forced labour (§Chap.I);
- **Freedoms** and the right to liberty and security, respect for private and family life, protection of personal data, the right to marry and found a family, freedom of thought, conscience and religion, freedom of expression and information, freedom of assembly and association, freedom of the arts and sciences, the right to education, freedom to choose an occupation and the right to engage in work, freedom to conduct a business, the right to property, the right to asylum, protection in the event of removal, expulsion or extradition (§Chapter II);
- **Equality** and non-discrimination, cultural, religious and linguistic diversity, equality between men and women, the rights of the child, the rights of the elderly, integration of persons with disabilities (§Chapter III);
- **Solidarity** and the social assistance, access to services of general economic interest, environmental protection, consumer protection (§Chapter IV);
- **Citizens' rights** and the right to good administration, the right of access to documents, freedom of movement and residence, diplomatic and consular protection (Chapter V).

A final report on ethical conduct will be delivered at month 36, as stated in the Grant Agreement.



5 Conclusion

CORE is a 36 months project aiming at developing a harmonized vision of crisis management awareness and capability. The project is composed of 19 partners coming from 11 different countries.

The composition of a heterogeneous consortium makes this deliverable, together with the consortium agreement, essential to guarantee the project governance.

The following documents describes all the management bodies and the Advisory Boards that will assure the project results achievements. Being an ambitious project with some research activities involving vulnerable categories, the project ethical conduct is also defined, even if some ethical deliverables have been foreseen in WP10.

The well-defined management structure attempt to identifying roles and procedures, in order to assure the project achievements and their high quality.



CORE

sScience and human factOr for Resilient sociEty



UNIVERSITÀ DEGLI STUDI
DI SALERNO

ISSNOVA
Institute for Sustainable Society and Innovation

ETH zürich



University of
HUDDERSFIELD
Inspiring global professionals



HANKEN



PSC Europe
Public Safety Communication Europe

Science
Ethics
Institute for Science & Ethics



MTO Safety

SIXENSE



Hochschule für den
öffentlichen Dienst
in Bayern

ÖSTERREICHISCHES ROTES KREUZ

parco
archeologico
campi
fleorei



This project has received funding from the European Union's Horizon 2020 research and innovation program under grant agreement No 101021746. This document reflects only the author's view and the Commission is not responsible for any use that may be made of the information it contains.