

## Deliverable 1.2 Quality Plan

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PU	Public, for wide dissemination	
CO	Confidential, only for members of the consortium and the Commission Services	X
RE	Restricted to a group specified by the consortium	

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1.1	22/07/11	M. Loi	AIE	Review of document against other project documents and EC requirements

**Statement of originality:**

This deliverable contains original unpublished work except where clearly indicated otherwise. Acknowledgement of previously published material and of the work of others has been made through appropriate citation, quotation or both.

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## **EXECUTIVE SUMMARY**

### **PURPOSE OF THE DOCUMENT**

The purpose of the ARROW Plus Project Quality Management Plan (PQMP) document is to ensure the project management team, the Consortium partners, the European Commission represented by the Project Officer and others whose support for ARROW is sought, that the project partners are in control of the project development. It documents the necessary information required to effectively manage project quality from project planning to delivery of the end result. It defines the quality policies, procedures, criteria for and areas of application, and roles, responsibilities and authorities.

### **RELATIONSHIP WITH OTHER DOCUMENTS**

Setting the standard for the quality of the deliverables and their corresponding documents the PQMP has relationship to all other deliverable documents.

### **STRUCTURE OF THE DOCUMENT**

The PQMP is composed of nine chapters and three annexes.

Chapter 1 refers to the purpose of the ICT-PSP's and its call for project proposals and how ARROW Plus relates to the ICT-PSP objectives, whilst Chapter 2 offers an overview of the management responsibilities. The Project leadership is vested in the Management Board based on the principle of decision making by consensus, with AIE as WP 1 leader carrying out the project management. The Management Board will normally meet monthly, also to review the project progress and detect deficiencies. For matters of urgency, or in case of problems in partners' fulfilment of obligations, AIE, in its capacity as project manager, is empowered to make decisions or take correction measures. Monitoring of quality will be the responsibility of a Quality Manager under the responsibility of IFRRO, linked to WP 1, on the basis of a Quality Plan.

Chapter 3, with reference to the project deliverables, outlines the document and deliverable control. Whilst Chapter 4 describes the production of the paper based deliverables their quality control, Chapter 5 explains the testing and quality control procedures for software-based deliverables, the components of the ARROW system.

Chapter 6 outlines the quality planning work (quality planning and partner commitment). The project will be guided by the principle of Management by Commitment. Each WP leader is entrusted to hand over deliverables with agreed quality and by agreed deadlines within the budget

costs. The main principle of quality control will be through a system of peer review with two reviewers per deliverable combined with standardisation of the structure of and templates for deliverables. AIE and WP1 will maintain an overall project plan based on WP project plans, accessible to all partners (contracting and associate partners) on the Partners Only site. Under WP 1, AIE and the Quality Manager will meet regularly to assess quality in the project and deliverables.

The quality planning leads to a quality assurance, issued by the Management Board in Chapter 7, Chapter 8 lists the elements in the quality audit and how it will be performed and Chapter 9 establishes that WP 1 shall maintain records of quality reports in order to document the quality work of the project.

The document has three annexes:

1. ARROW Plus Contracting and Associate partners
2. Risk factors in ARROW Plus
3. ARROW Plus deliverables

## 1. PURPOSE OF THE ICT-PSP. RELATIONSHIP ARROW PLUS – ICT-PSP

The Information and Communication Technologies (ICT) Policy Support Programme (PSP) was adopted on 24 October 2006 by Decision No. 1639/2006/EC of the European Parliament and of the Council (the “Programme Decision”) and runs for seven years, from 2007 till 2013. The aim of the ICT-PSP is to “stimulate innovation and competitiveness and accelerate the development of a sustainable, competitive, innovative and inclusive information society. It supports activities to accelerate innovation and implementation of ICT based services and systems through the wider uptake and best use of ICT and the exploitation of digital content by citizens, governments and businesses”.

The primary aim of ARROW Plus – in alignment with the ICT-PSP work programme – is to create a *“stable, sustainable infrastructure for rights information management including clearance of rights and a European registry of orphan works”*. ARROW Plus builds on and further implements the Arrow system, which is a system to *facilitate libraries and other users in their diligent search for rightholders in works that are to be included in a mass digitisation programme of books, through querying a network of European data sources*.

A key objective of ARROW Plus is to extend the number of countries covered, delivering a genuinely pan-European infrastructure, promoting interoperability and closing the gap in book data quality between European countries. ARROW Plus will also analyse and pilot the extension of ARROW services to the image domain. The implementation and validation of the ARROW business model, developed as part of the current ARROW project, is a fundamental objective, in enabling a service that is sustainable for the long-term.

## 2. MANAGEMENT RESPONSIBILITIES

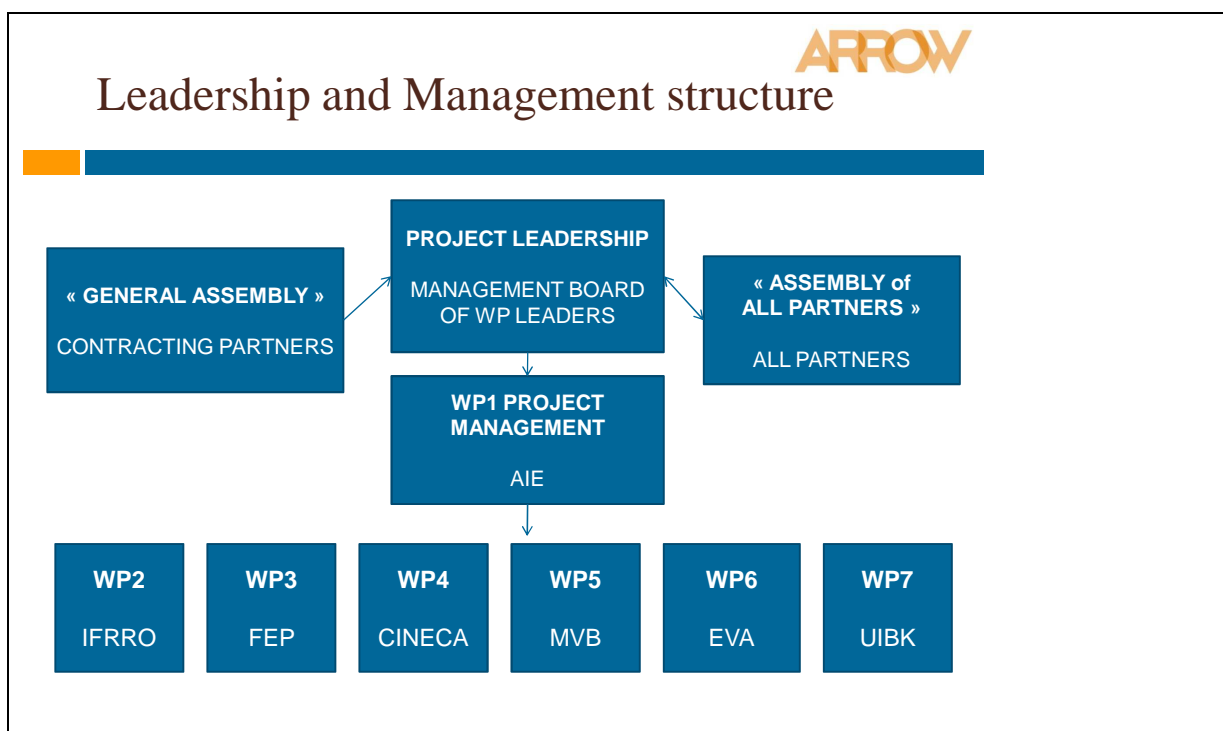
### 2.1 PROJECT PARTNERS

The ARROW Plus project counts on 26 Contracting partners and 7 Associate partners (External supporters). They include representatives from all relevant stakeholders in the value chain concerned, which again represents one of ARROW main competitive advantages: libraries and their organisations; creators and publishers organisations; RROs (Reprographic Rights Organisations, collective management organisations in the text and image based sector); visual arts collective management organisations and picture agencies; ISBN agencies; technical and business developers.

A list of the ARROW Plus project’s Contracting partners and Associate partners (External supporter) is annexed as Annex 1.

### 2.2 OVERALL MANAGEMENT STRUCTURE

The overall leadership and management structure is set out in the following organigram:



## 2.3 PROJECT MANAGEMENT FUNCTIONS

### 2.3.1 Project leadership

The Project Leadership is with the Management Board made up of the WP leaders AIE, IFRRO, FEP, CINECA, MVB, EVA and UIBK, and TEL, under the coordination of AIE.

### 2.3.2 Project management

The project management is carried out by AIE under WP 1, assisted by IFRRO for the Quality Management (QM). The project management includes project organisation, governance and administration, assessment and evaluation.

A set of management rules has been developed, approved by the Management Board. The rules include a project management tool clearly indicating elements such as tasks, activities, milestones, deadlines, dependencies and responsibilities. This allows the project management including the QM team to have a complete overview of project development within each of the WPs and the project as a whole.

### 2.3.3 Quality management, assurance and plan

The management rules and tools are combined with a mechanism for internal project quality control and the identification of alternative strategies, activities and elements which are crucial to the achievement of the project objectives. Monitoring and quality control will be under the responsibility of one member of the MB (IFRRO). The function of the QM is to act as a *reviewer* of the project work, with particular attention paid to the coherence between interim results and planned outcomes, to identify any problems promptly and to suggest remedies. The QM will play a key role in risk management, providing alerts when negative events appear, although the final decision on actions to be taken remains with the MB. He will ensure that reviewers for specific deliverables or project phases are appointed.

### 2.3.4 Risk management

Risks previewed in the context of the project are set out in Project document Part B and annexed as Annex 2 to this document. In order to monitor and contain those risks the project has taken the following measures:

- Standardised project management tools including activity plan templates in word format
- WP 1 (AIE) summarises regularly activity plans into an overall project plan
- Standardised templates agreed for reporting

- System for peer review of all deliverables with reports to the WP leader concerned, AIE (WP 1 and Project manager) and QM with comments and suggested actions
- WP 1 (AIE) and QM have conference calls/meetings twice a month and will also review deviations and risk assessment factors reported

This structure will also be useful in minimising risk by acting as absorbers and filters for the communication between users of the system and system developers.

### 2.3.5 Decision Procedures

“All Partners” meetings will be arranged as appropriate.

The project leadership is with the Management Board (MB). The MB will meet monthly, as face to face meetings, or by skype or conference calls with the view to:

- exchange information about existing and coming activities
- detect deficiencies in the running activities
- establish policies where none exist or where it is ambiguous
- perform routine monitoring and assessment of works carried out on the basis of short summaries of the previous month’ work prepared by WP leaders ahead of each MB meeting
- discuss problems of managerial, WP or budgetary art, project compliance and operational and technical issues

Each MB meeting will be prepared suitably by AIE (WP 1). Date and time for the next meeting will be agreed on at previous meetings; draft agendas will be circulated 10 working days in advance and all documents for the MB meeting will normally be made available to MB members no later than 5 working days prior to the meeting so as to ensure that MB members can review documents properly and make informed decisions.

Decisions on items where documents have been circulated less than 5 working days prior to the MB meeting, require unanimous Board decision.

MB meetings will be governed by “management by consensus”. In between MB meetings subset of partners will meet as required.

There will be a centralised coordination by AIE tasked with managing WP 1.

For urgent matters decisions may be made by AIE in consultation with the WP leader concerned and the QM. At all time AIE will have to be prepared to justify such decisions before the MB.

Each partner is individually responsible liable to the European Commission for funding received.

### Problems in partners' fulfilment of obligations

If any problem arises in the fulfilment of obligations by a partner, AIE in consultation with the QM shall take correction measures. AIE shall first offer assistance and try to make the partner comply with its obligations. If this proves impossible AIE itself or in collaboration with/via another partner may step in and take over the unperformed task. Corrective measures taken that may lead to amendments of the Project Plan shall be brought before the MB for approval.

### 2.3.6 Communication flow

The main method for information exchange within the project is working papers, posting to Partners Only with notification to partners, project meetings and conference calls. Email will be the preferred means for information exchange of documents between partners but Partners Only will also be used. Posting to Partners Only should trigger an email alert to partners.

WP 1 to ensure that all partners have subscribed to email alerts for all WPs. There will be monthly quality control by QM till all partners are confirmed having subscribed to email alerts.

WP 1 to control that documents are filed in the appropriate formats (see 4)

### 2.3.7 Legal and ethical matters; Partner commitment

The signed project contract forms the legal document binding partners. No decision may override the content of the signed contract without the European Commission's agreement.

All partners will agree that their activities during the project will not infringe EU or national laws or perform activities which may directly or indirectly harm the project. Respecting normal business practice and social conduct as well as making any reasonable attempt to comply with obligations to deliver contributions to project deliverables in time at a high quality is a priority of the project.

### 2.3.8 Project review

Regular internal reviews of project progress will be conducted by the MB every 6 months. AIE will prepare the necessary documents for the review, if required, with contributions from the WP leaders.

The European Commission will perform a half term review, assumed to take place between June and September 2012, and an end of project review.

### 3. DOCUMENT AND DELIVERABLE CONTROL

#### 3.1 PROJECT DELIVERABLES

Deliverables are defined as official outputs of the project. ARROW Plus has 37 deliverables, identified by numbers. The first number in the deliverable id refers to the WP, the following to the number of the deliverable in the WP: for example 1.1 identifies the first deliverable in WP 1.

The full list of deliverables with deadlines is annexed to this document as [Annex 3](#).

Further to the set of deliverables, reporting will be summarised in the following matrix:

Report type	Acronym	Responsibility	Periodicity
Progress Overview Sheet	POS	AIE	Every 6 month
Interim Progress Report	IPR	All consortium partners	Every 5 month
Interim Finance Report	IFR	All consortium partners	Every 5 month
WP assessment	WPA	WP leaders	Every 5 month
Final Report	FR	AIE	End of Project

##### 3.1.1 Types and characters of project deliverables

The project documents foresee deliverables of different types and characters: reports, prototypes, software products, etc. All shall be presented to the European Commission in a standard paper format that either is or describes the concrete product of the project. However the nature of the deliverables, whether paper based documents or software products, requires specific and distinct approaches with respect to quality planning and control. The procedures in relation to paper documents such as report are set out in chapter 4, whereas those related to software products specific to the project, i.e. the ARROW system, are explained in chapter 5.

## **4. PRODUCTION OF PAPER BASED DELIVERABLES**

### **4.1 PRODUCTION OF DELIVERABLES**

Each partner will produce deliverables using the templates provided by the WP1 and WP2:

- Word documents      Microsoft Word for Windows 97-2003 or similar,
- Spreadsheet          Microsoft Excel for Windows 97-2003 or similar
- Presentations        Microsoft Power Point for Windows 97-2003 or similar

Templates have been provided for reports, presentations and activity plans.

WP1 (AIE) shall produce the final reports and remind WP leaders of the deadline for the submission of reports 1 month before the contribution is due and also send one reminder.

Whenever a presentation is given by a partner on ARROW the slides used will be produced using the ARROW PP template and a copy of the presentation sent to WP2.

### **4.2 DELIVERABLE SUBMISSION PROCEDURES**

The following submission procedures will ensure timely submission and quality of deliverables:

- WP 1, in consultation with the WP leader concerned, appoints two partners as reviewers
  - The reviewers shall not come from the same organisation or be involved in the WP to be reviewed. Ideally speaking it should be among the partners who are not on the MB. External supporters can also be consulted
  - If the review regards technical issues one of the reviewers shall have IT skills
- The WP leader submits a draft of the deliverable to the reviewers and AIE (WP1) at least 15 working days before the due time for external submission
- The reviewers communicate their comments to the WP leader with a copy to the AIE continuously
- The review process shall end at the latest 4 working days before the submission date, with the reviewers releasing the evaluation sheet, which is based on a standardised template
- AIE validates the final version of the deliverable

Reviewers will be appointed at a time that will, whenever possible, enable them to follow the work on the deliverable from its start up.

#### **4.2 MONITORING VALIDITY OF SUBMITTED DELIVERABLES**

In order to enhance quality of the deliverables during the project period the Management Board will assess the validity of past submissions after each periodic report.

## **5. TESTING AND QUALITY CONTROL OF SOFTWARE PRODUCTS (ARROW SYSTEM)**

### **5.1 RELEASE SCHEDULING**

Releases will follow a strict SDLC (Software Development Life Cycle), dictated by the Waterfall and Agile software development process models. Software will be developed incrementally (Incremental Waterfall) or in sprints (Agile), depending on the most appropriate model chosen for the specific software module which will be released. Software releases will as such be scheduled accordingly, to enable reviewers to anticipate and prepare for the testing and validation phases. Intermediate milestones, enabling iterative validations, defined as logical groups of releases, will be scheduled alongside and circulated amongst the stakeholders involved.

CINECA, as WP4 leader, will coordinate and work in collaboration with the other technological partners (TEL, Di.Tech.IT, Bee.near, EKT) and software release and intermediate milestones will be defined accordingly.

### **5.2 ACCOMPANYING DOCUMENTATION (FEASIBILITY STUDIES AND TECHNICAL ANALYSIS)**

Prior to software releases, a feasibility study will be conducted and agreed upon with stakeholders involved in the process, while a technical analysis will follow, detailing the business processes which have been mapped by the process and will be implemented in aforementioned release.

Tasks mentioned in 5.1 and 5.2 will be facilitated by using a web based project management and development tracking tool which:

- enables a state of the art interaction between the stakeholders, which will bring enhanced workflows for tracking and improving communications between the parties,
- allows a more robust interaction in the internal software team and the partners.

### **5.3 TESTING AND VALIDATION (GOOD ENGINEERING AND FORMAL CORRECTNESS)**

Software testing will be made internally to enforce code quality and good engineering, while release validations of software module releases will be conducted by the stakeholders, which will be formerly appointed following the scheduling that will be defined in the D7.1 Validation Roadmap, to enable an appropriate domain knowledge and technical expertise to be gathered autonomously.

CINECA will implement, whenever deemed appropriate and depending on the software development life cycle model chosen, standard software testing techniques, such as continuous integration, unit testing and code reviews, while validation will be borne by the stakeholders and partners involved in a particular intermediate milestone.

Intermediate milestones will be scheduled as per 5.1, will be validated by the stakeholders involved which will fill in a template document acting as a software validation report.

Review results and corrective actions will be reported to WP 1 (AIE) for record keeping

## 6. QUALITY PLANNING

### 6.1 PURPOSE OF THE PROJECT QUALITY MANAGEMENT PLAN (PQMP)

The purpose of the ARROW plus PQMP document is to ensure the project management team, the Consortium partners, the European Commission represented by the Project Officer and others whose support is sought, that the project partners are in control of the project development. It documents the necessary information required to effectively manage project quality from project planning to delivery of the end result. It defines the quality policies, procedures, criteria for and areas of application, and roles, responsibilities and authorities.

### 6.2 PARTNER COMMITMENT

The ARROW plus partners commit to perform the work to a high standard by contributing to the WPs and the project as agreed to in the Project document ARROW plus Part B. This includes delivering on time as agreed with the WP leader and notifying the WP leader in sufficient time if, for whatever reason, it becomes impossible for the partner to deliver or deliver within the agreed deadline. The WP Leader will agree the deadline for when notice is due.

### 6.3 WP LEADER COMMITMENT

The WP leaders will make their best efforts to hand over agreed deliverables in time. If delays are unavoidable the WP leader will notify WP 1 within a deadline agreed with WP 1. The WP 1 notifies the QM.

### 6.4 ORGANISATION AND RESPONSIBILITIES

Name	Role	Quality responsibility
IFRRO	Quality Manager	Quality overview
IFRRO	Quality Manager	Macro scheduling
IFRRO	Quality Manager	Milestones assurance
AIE	Project manager	Appoint peer reviewers for all deliverables
AIE	Project manager	Establish peer review system Inform and agree with WP leaders
AIE	Project manager	Establish system for testing,
	Project manager	Monthly Management Board

AIE		meetings with agendas that include items as set out in chapters 2.3.5, 2.3.8 and 4.3 of this document
AIE	Project manager	Conference calls/meetings with QM
AIE	Project manager	Control that appropriate deadlines are set.
IFRRO	Quality Manager	All partners access to Partners Only
AIE	Project manager	Control that documents are filed in appropriate formats
AIE	Project manager	Validate reports
AIE	Project manager	Control of timing and progress
AIE	Project manager	Maintain record of quality reports
WP leaders	WP leader	Submit documents to peer reviewers at the latest 15 days prior to deadline for delivery
WP leaders	WP leader	Quality control of delivery from WP contributors
Partner	Peer reviewer	Perform peer review
WP leaders	WP leader	Quality audit
		Day to day quality control
		Output assessment
	Partner representative	Peer review WP 1

## 6.5 QUALITY PLAN

The Quality Plan (QP) is intended to be used by WP leaders, those responsible for planning of activities and preparing deliverables, appointed reviewers and in general by Consortium partners for providing timely input, reporting and ensuring homogeneous communication. It should thus govern all the partners' and consortium's actions. The QP will be updated whenever required with the view to ensuring that quality control is coherent with changes in progress of the project. Once

accepted by the Consortium and the European Commission, the Quality Plan becomes an official project document.

### 6.5.1 Definition of Project Quality

The quality of the project is defined as

1. handing over agreed deliverables at agreed deadlines, as set out in 3.1; with
2. a quality as set out in consultation with WP Leaders and assessed by peer reviewers; and
3. how handing over the deliverables at the agreed time will be met

#### Quality expectations

ARROW plus will deliver (i) a refined ARROW system, which is a Right Information Infrastructure facilitating search for rights, rights status and creators and publishers in a work; (ii) assessment of a basis for the broadening of the scope of the use of ARROW to include images; and (iii) increased number of countries and projects using ARROW.

More specifically:

- ARROW software should meet the qualities specified
- ARROW interface should meet user satisfaction through a test among pilots
- Deliverables must be handed over at the time specified in the project plan
- The project must be completed by October 2013
- Project cost must be completed within the agreed grant

## **7. QUALITY ASSURANCE**

Quality Assurance is based on the following principles:

- Project quality criteria will be defined by AIE in consultation with the WP leaders for each WP and deliverable. This should include confidence level when using ARROW.
- Tools, methods and techniques are set out in 3-5 above
- QM will perform quarterly review of compliance with the PQMP

WP quality levels are established by the Management Board through WP 1 in consultation with WP leaders for review in 5 month periods, and set out and reported on the basis of agreed templates. The templates include key elements of deliverable, partners involved, schedule of drafts, appointed reviewers, and are shared with the Board and made available on the Partners Only on the ARROW website.

### **7.1 ANALYSIS OF PROJECT QUALITY**

The Quality Manager will perform regular quality analysis on the basis of the definitions set out in 6, and qualities to be delivered agreed with WP leaders

The Management Board at its monthly meetings will also carry out routine monitoring of the activities carried out on the basis of short summaries of the work done in the previous month prepared by WP leaders ahead of each MB meeting.

### **7.2 PROCEDURES TO IMPROVE PROJECT QUALITY**

Analysis under 7.1 shall be presented in the form of a report to the MB and the WP with proposals to improve the project quality. WP 1 will ensure the implementation of any decision on improved quality.

## 8. QUALITY AUDIT

WP 1 shall carry out control of timing and progress.

- For each WP and deliverable the MB shall define quality requirements
- WP leaders and quality control will follow procedures as set out in Chapters 3 – 5
- The project will follow Quality methods as set out in Chapters 4 - 7
- Final report will be reviewed by all WP leaders before being submitted
- Work packages with milestones give an overall timetable to work against.
- All development goals are broken down into subtasks and planned on a five month basis
- Progress against development goals will be reported, by work package, on the Partners Only
- AIE project team regular meetings to discuss overall project trajectory
- Conference calls AIE - QM on project issues and quality control twice per month
- Outputs regularly reviewed jointly by AIE and QM.

## 9. CONTROL OF QUALITY RECORDS

WP 1 shall maintain a record of all quality reports that shows:

- name and partner relationship of the reviewers
- WP concerned
- comments made by reviewers
- identification of the document in which the comment was made
- the partner who has acted or will be acting on the comment
- whether the comment has been acted upon
- if the comment has not been acted upon, reason for no action

WP 1 may, upon the request of the WP leader concerned, decide that a record shall be retained in confidence during the period of the project.

## ANNEX 1. ARROW PLUS CONTRACTING AND ASSOCIATE PARTNERS

The Contracting partners in the project are:

1 (coordinator)	Associazione Italiana Editori	AIE	IT
2 (participant)	Int. Federation of Reproduction Rights Org.	IFRRO	EU
3 (participant)	Federation of European Publishers	FEP	EU
4 (participant)	Dutch National Library	KB	NL
5 (participant)	Marketing und Verlagsservice des Buchhandels	MVB	DE
6 (participant)	CINECA	CIN	IT
7 (participant)	Editeur	EDI	EU
8 (participant)	Portuguese Publishers Association	APEL	PT
9 (participant)	Polska Książka	PK	PL
10 (participant)	CIELA	CIELA	BG
11 (participant)	EKT	EKT	GR
12 (participant)	European Visual Artists	EVA	EU
13 (participant)	Coordination of European Picture Agencies	CEPIC	EU
14 (participant)	Istituto Centrale per il Catalogo Unico	ICCU	IT
15 (participant)	The Irish Copyright Licensing Agency	ICLA	IE
16 (participant)	Beeneer	BEE	RO
17 (participant)	Vlaamse uitgevers Vereniging	BOEK	BE
18 (participant)	University Library of Innsbruck	UIBK	AT
19 (participant)	Maison des Auteurs	MDA	BE
20 (participant)	Hungarian Publisher's and Bookseller's Association	HPBA	HU
21 (participant)	Latvian Book Guilds	LBG	LV
22 (participant)	Lithuanian Publishers Association	LLA	LT
23 (participant)	OSDEL	OSDEL	GR
24 (participant)	CEDRO	CEDRO	ES
25 (participant)	European Writers Congress	EWC	EU
26 (participant)	DI-TECH-Italia	DI-TECH	IT

The project counts on eight external supporters:

- EUROPEANA Foundation (EDL)
- Bibliothèque Nationale de France (BNF)
- COPYDAN
- Latvian Booksellers Association (LBA)
- Kopiosto
- St Cyril and Methodius National Library
- Conference of National European Libraries (CENL)

## ANNEX 2. RISK FACTORS IN ARROW PLUS

Description of possible risk	Impact	Probability of occurrence	Remedial Actions
<b>Risks derived from events internal to the project</b>			
Conflicts of political nature emerge in the MB that delay or impede decision making	Decision making process halted resulting in delays	Low	The MB will refer and apply strictly the management rules set at the beginning of the project that include regulation of voting and decision making for the purpose of the management of project activities. Agendas of MB meeting will be set by Coordinator merely on technical topics.
A WP leader is not effective in co-ordinating the work	Project achievements incomplete; quality of work of other WPs jeopardized	Low	Monthly reports by WP leaders will make it evident soon. Depending on the particular case the MB can (i) agree a new plan with the WP leader, which may imply a broader role of another partner within the WP or major intervention of the coordinator or (ii) change WP leadership assigning to another partner. If required, the coordinator will prepare the request of contract amendment to the EC according to management rules set at the beginning of the project
One partners fails in respecting deadlines, or provides poor results or is unable to provide adequate documentation. Because of the number of partners this is a risk we consider very seriously	Depending on the role of the partner. Lower quality of deliverables; delays in the workplan	medium	Interim report by WP leaders are designed to detect such type of problem as soon as they appear. The co-ordinator will propose counteraction, which may involve changes in the tasks and related budget assigned to that partners in compliance with rules set by the EC contract. The proposals will be approved by the MB in accordance with management rules set at the beginning of the project. If necessary, this can imply a change of partner to be requested to the EC
Non coherent communication and information about Arrow both at national and domain level	Misleading or uncorrect perception of Arrow objectives and advantages for users	Low	The WP2 leader will identify discrepancies and inconsistencies in the communication and related sources/responsibilities and give assistance to restore correct flow of information referring to communication strategy and tools agreed (Standard presentation of Arrow, key messages, communication plan)
Possible disalignments between schedule of development of technical work at national level and schedule of work on general infrastructure	Possible technical conflicts and problems in the testing and running of the system	High	Iterative process of design-test-implementation at different stages of development of technical work (central and local infrastructure) to ensure full consistency of the system and allow timely adjustments
<b>Risks derived from events external to the project</b>			
Sustainability analysis for BIP shows lack of sustainability of the BiP infrastructure in certain countries in the absence of continuing external funding	Difficult sustainability after project end of one crucial element of the system, affecting the whole	high (limited to few countries)	Plans for adjusting the infrastructure so to incorporate other sources of information will be designed. Plans for additional fund raising for the countries that need elaborated
Inability to gain comprehensive in-country	Difficulty to set up a pilot in the country	Low	The MB will address international organisation that represent the different communities in the

consensus on participation involving all relevant stakeholders to form appropriate Arrow grouping	since Arrow information workflow lacks necessary actors and/or consensus		consortium to reach positive resolution of disputes. If the case, “second best” solutions for the pilots will be set up
Lack of in-country consensus on requirements	Delays in implementation and reduced performance of the system	medium	The technical group will set the minimal requirements needed to ensure efficient running of the system that must be implemented; benchmarking will be exploited to foster consensus on enhanced requirements that can be implemented progressively
Lack of accuracy and/or comprehensiveness of data in a participating country	Reliability of response by the system is weakened, possible licences issued by RRO on the basis of wrong/incomplete data	medium	The level of reliability of the responses provided by the system will be made clear to possible users, and disclaimers will be set to limit and clarify liability of Arrow and RROs in case of licenses issue on the bases of wrong information. Long term plans to improve data quality will be prepared within the national sustainability plans.
Non contracting partners will not invest on technical development	Incomplete technical development at national level	medium	The MB will explore the possibility to include the organisation concerned as a new partners with a re-allocation of budget or on subcontracting basis.
Uptake of Arrow use is low	Difficult sustainability after project end	medium	The project should remain tailored to users needs. Using the close link with the communities of users, the services developed will be tuned with actual market opportunities
RROs lack mandates to licence orphan works or out of print works and /or there is no RRO	Users willing to digitise must address directly rightholders; digitisation schedule slowed and contract negotiation more complex	medium	Where rightholders are not reachable through RROs, Arrow will anyway offer tools that facilitates direct rights administration by rightholders for the digitisation and making available their works; at the same time, the cooperation between RROs established within the project may foster development of their mandates
No digitisation plans by libraries including copyright works on the short term	No implementation of arrow pilot based on real activities	medium	Existence and interest of other organisation different than libraries with digitisation activities in place will be investigated; as for the pilot with libraries, a simulation of samples for digitisation may be used to demonstrate the benefit of using Arrow

### ANNEX 3. ARROW PLUS DELIVERABLES

No	Deliverable name	WP No.	Nature	Dissem. level	Delivery date
1.1	Project operative workplan	1	O	CO	3
1.2	Quality and evaluation plan	1	O	CO	3
2.1	Reviewed Arrow website	2	O	PU	3
2.2	Guidelines on national groupings	2	O	RE	3
2.3	Dissemination plan, updated annually	2	O	CO	5
1.3	Statement agreement on IP Rights	1	O	CO	9
2.4	Report on relevant networks	2	R	PU	6
3.1	User requirements for Arrow deployment	3	R	CO	10
6.1	Analysis for pilot integration of visual artists' data	6	R	RE	12
4.1	Interim report on system maintenance and enhancement	4	R	PU	13
5.1	System architecture of new registries	5	O	RE	14
6.2	Feasibility study on diligent search of image rights	6	R	PU	15
1.4	Periodic Report	1	R	CO	16
1.5	Pre-financing Request	1	O	CO	16
1.6	Business model	1	R	CO	16
4.2	BIP registry – release for the validation	4	P	CO	18
5.2	Piloting roadmap	5	O	RE	18
7.1	Validation roadmap	7	O	CO	18
4.3	RRO registry – release for the validation	4	P	CO	20
5.3	Product management report for registries	5	R	CO	28
2.5	Arrow conference	2	O	PU	29
1.7	Evaluation and assessing report	1	R	CO	30
1.8	IP Rights agreement	1	O	CO	30
1.9	Exploitation plan	1	R	CO	30
1.10	Final report including public summary	1	R	PU	30
1.11	Final payment request	1	O	CO	30
2.6	Final plan for dissemination and use of project results	2	O	RE	30
3.2	National sustainability plans	3	R	PU	30
4.4	Arrow Plus production system	4	P	CO	30
7.2	Report on data enrichment and stakeholders validation	7	R	PU	30