TRUST Traffic Safety Culture | A Systematic Transition towards Shared Responsibility for Safe and Sustainable Mobility in the EU

# D1.1 | Project management plan


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# Project identification

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# Glossary & abbreviations

| Term / abbreviation | Explanation |
|---|---|
| **AB** | Advisory Board |
| **CA** | Consortium Agreement |
| **DoA** | Description of Action (The DoA is part of the GA) |
| **GA** | Grant Agreement |
| **PMP** | Project Management Plan |
| **QAM** | Quality Assurance Manual |
| **TSC** | Traffic Safety Culture |
| **WHO** | World Health Organisation |
| **WP** | Work Package |

# 1. Executive summary

This deliverable outlines the work plan, the project bodies and the decision-making process as well as the quality assurance approach in the TRUST project. The overall aim of TRUST is to contribute to a significant reduction of fatal and seriously injured road traffic victims, by growing a positive traffic safety culture in Europe. The work to be carried out within the TRUST project is detailed in the Description of Action (DoA) as part of the Grant Agreement (GA) and the rules for cooperation of the consortium members is subject of the Consortium Agreement (CA). All activities are designed to meet the criteria of the GA and quality standards as defined in the Quality Assurance Manual.

# 2. Introduction | The TRUST project

The GA provides the contractual baseline of the project by means of the DoA. It contains a high-level description of what the project is aiming to achieve and how and which additional outputs will be produced in terms of deliverables. The descriptions of these deliverables in the GA provide a common reference for the project and Horizon Europe to support the assessment of the project achievements.

While the GA provides a common reference about the project it does not cover all the details necessary for managing the project on a daily basis. The Project Management Plan (PMP) therefore complements what is already defined in the GA by detailing how the project will be executed.

While this document aims to avoid duplication of material from the references it builds on, some elements may nevertheless be repeated to make the PMP document as readable as possible without continuously having to consult all the reference material.

This PMP is produced at the beginning of the project as a contractual deliverable. Its main purpose is however to be part of the daily management tools of the project team and at the same time to support the coordination between projects by providing insight in how the project is organised and managed. TRUST PMP may be updated in case of major changes.

## 2.1. Project aim

After years of remarkable road safety improvements across Europe, the development has stalled. It has become obvious that a systematic change is needed to get anywhere near the EU vision of zero road deaths and serious injuries by 2050. And this change will need to be a cultural one. Therefore, the overall aim of TRUST is:

**"To contribute to a significant reduction of fatal and seriously injured road traffic victims, by growing a positive traffic safety culture in Europe".**

## 2.2. Project objectives

In order to achieve this aim, the following elements are needed:

- a scientifically grounded and operational definition of traffic safety culture (TSC) and its underlying components;
- convincing evidence that a strong traffic safety culture reduces road crash risk;
- tools to assess the level of TSC and its components;
- guidance on effective interventions that will increase the level of TSC;
- effective dissemination of tools, guidance and good practice to boost TSC all over Europe.

The TRUST project objectives to achieve this aim are:

1. Define clearly TSC and provide an operational definition that is suitable for models, tools and interventions.
2. Develop a validated model of the relationship between TSC and road safety.
3. Show the added value of the TSC concept for a Safe System approach integrated with sustainable mobility.

4. Develop practical tools that can be used to assess TSC at all levels, and as a baseline for interventions.
5. Develop guidance and intervention mechanisms for improving TSC in communities and organisations.
6. Test and evaluate models, tools and interventions in seven pilots, representing different road safety contexts.
7. Create the TRUST Platform as the starting point for communication, dissemination and exploitation activities. This Platform will include easily accessible information, tools, and benchmarking facilities.

The envisioned cultural change does not only concern road users but also different types of stakeholders who influence the road traffic system, such as public authorities, private companies, NGOs, vehicle manufacturers, infrastructure designers, police, educators and all system stakeholders.

# 3. Project work

The work to be carried out within the TRUST project is detailed in the DoA, which is part of the GA, and is structured in 11 work packages (WP). The WP's objectives, key elements as well as start and end date are displayed in TABLE 1. The technical implementation of the work is organised in WP 2, 3, 4, 5, 6, 9 and 10, while WP 1, 7, 8 and 11 are management, dissemination, exploitation and communication activities.

| WP short name | Objectives of each WP | Key elements of each WP | Start / End |
|---|---|---|---|
| **WP1 \| Management I**<br>**WP8 \| Management II** | To ensure that the project runs smoothly, is properly resourced, adheres to ethical standards, and respects the agreements made. | · Financial administration<br>· Project coordination<br>· Data management<br>· Ethics supervision<br>· Quality Assurance | M1-18<br>M19-36 |
| **WP2 \| TSC Framework** | To create a shared framework of TSC and how it contributes to road safety and sustainable mobility. | · Operational definition of Traffic Safety Culture (TSC) and framework<br>· Link between TSC and Road Safety as well as Sustainability goals<br>· Good practices, TSC transformation approaches | M1-15 |
| **WP3 \| Development of models, tools, interventions** | To develop models and tools which can be used for measuring (aspects of) TSC and to design as well as evaluate interventions for improving TSC. | · Tools for assessing TSC in different contexts<br>· Inventory of effective intervention strategies and mechanisms,<br>· TSC index on national level<br>· AI-based TSC assessment for organisations | M4-18 |
| **WP4 \| Pilots I**<br>**WP9 \| Pilots II** | To implement a series of pilots across a range of actors and economic sectors to test the developed TSC models and measuring tools. | Design of interventions to transform TSC and implementation in 7 pilot environments:<br>· Pilot 1 \| Local authorities and cities<br>· Pilot 2 \| Drivers at work<br>· Pilot 3 \| Hot food delivery<br>· Pilot 4 \| Tourism<br>· Pilot 5 \| Driving schools<br>· Pilot 6 \| Secondary schools<br>· Pilot 7 \| Road safety professionals | M13-18<br>M19-30 |
| **WP5 \| Evaluation I**<br>**WP10 \| Evaluation II** | In-depth examination of the effectiveness of the interventions on different TSC aspects in the 7 pilots and usability of TSC models and measuring tools. | · Pre- and post-assessments of TSC interventions implemented in 7 pilots<br>· Evaluation of the effectiveness<br>· Usefulness and applicability of models, tools and interventions | M13-18<br>M19-33 |
| **WP6 \| Synthesis** | To develop an integrated set of assessment tools, intervention methods and guidance documents which will contribute to cultural transformation towards TSC in different contexts. | · Finetuning of models<br>· TSC assessment tools and intervention strategies<br>· Impact of TSC on Safey System approach and sustainable mobility<br>· Guidance for policy-makers, authorities and organisations | M19-36 |
| **WP7 \| Dissemination I** | To ensure that the project results are taken up and used | · Communication, dissemination and exploitation<br>· Development of TRUST Platform | M1-18<br>M19-36 |

| | | | |
|---|---|---|---|
| **WP11 \| Dissemination II** | at a larger scale, in Europe and beyond. | • Involvement of Stakeholder Group, Advisory Board and Associated Partners, including perspectives from aviation, rail and maritime | |

TABLE 1 | Work packages of the TRUST project: short names, objectives, key elements and start/end dates (M=project month)

## 3.1. Consortium

The TRUST project team consists of the coordinator, KFV, and 12 beneficiaries, as listed in TABLE 2, bringing together Europe's leading experts in the field of Traffic Safety Culture.

| No. | Short name | Participant organisation name | Country |
|---|---|---|---|
| 1 | KFV | Kuratorium für Verkehrssicherheit | Austria |
| 2 | TØI | Transportokonomisk Institutt | Norway |
| 3 | VIAS | Vias Institute | Belgium |
| 4 | VTI | Statens Vag- och Transportforskningsinstitut | Sweden |
| 5 | NTUA | Ethnicon Metsovion Polytechnion (National Technical University of Athens) | Greece |
| 6 | DBL | Deep Blue SRL | Italy |
| 7 | ETSC | European Transport Safety Council | Belgium |
| 8 | POLIS | POLIS | Belgium |
| 9 | SARS | State Agency Road Safety | Bulgaria |
| 10 | TSRD | TSRD D.O.O. Beograd (Traffic Safety Research & Development) | Serbia |
| 11 | EFA | Europäische Fahrlehrer Assoziation (European Driving Schools Association) | Belgium |
| 12 | CFG | Hofstede Insights OY (The Culture Factor Group) | Finland |
| 13 | TME | Toyota Motor Europe NV | Belgium |

TABLE 2 | TRUST project partners

## 3.2. Timetable

The schedule for all work packages, deliverable submissions and key events, such as General Assemblies, are shown in the Gantt chart in TABLE 3.

| | | 2025 | | | 2026 | | | | 2027 | | | | '28 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 |
| WP1 WP8 | **Management** | D1 | | D2 | | | | D20 | | | | | D21 |
| | Administration & Finance | | | | | | | | | | | | |
| | Project organisation | | | | | | | | | | | | |
| | Risks & Quality Assurance | | | | | | | | | | | | |
| | Data management | | | | | | | | | | | | |
| WP2 | **TSC Framework** | | | | D4 | D8 | | | | | | | |
| | Definitions and concepts | | | | | | | | | | | | |
| | Developments affecting TSC | | | | | | | | | | | | |
| | Inventory good practice | | | | | | | | | | | | |
| | Link TSC & road safety | | | | | | | | | | | | |

| | | 2025 | | | 2026 | | | | 2027 | | | | '28 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 |
| WP3 | **Development** | | | | | | D7 | D9 D10 | | | | | |
| | TSC models development | | | | | | | | | | | | |
| | Models' validation | | | | | | | | | | | | |
| | Assessment tools communities | | | | | | | | | | | | |
| | Assessment tools organisations | | | | | | | | | | | | |
| | Intervention mechanisms | | | | | | | | | | | | |
| WP4 WP9 | **Pilots** | | | | | | D6 | | | | | D11 | |
| | Selection of participants | | | | | | | | | | | | |
| | Design of interventions | | | | | | | | | | | | |
| | Implementation of the pilots | | | | | | | | | | | | |
| WP5 WP10 | **Evaluation** | | | | | | | | | | | | D12 D13 |
| | Design evaluation strategy | | | | | | | | | | | | |
| | Set-up evaluation per pilot | | | | | | | | | | | | |
| | Data analysist | | | | | | | | | | | | |
| | Assessment of models & tools | | | | | | | | | | | | |
| WP6 | **Synthesis** | | | | | | | | | | | | D14-D18 |
| | Adaptation of models & tools | | | | | | | | | | | | |
| | Impact of TSC | | | | | | | | | | | | |
| | Link TSC and sustainability | | | | | | | | | | | | |
| | Guidance documents | | | | | | | | | | | | |
| WP7 WP11 | **Dissemination** | | | D3 | D5 | | | D22 | | | | | D19 D23 |
| | Design DEC strategy | | | | | | | | | | | | |
| | Development TRUST Platform | | | | | | | | | | | | |
| | Communication & dissemination | | | | | | | | | | | | |
| | Exploitation | | | | | | | | | | | | |
| Key events | General Assembly | | | | | | | | | | | | |
| | Advisory Board | | | | | | | | | | | | |
| | Stakeholder Group | | | | | | | | | | | | |
| | TRUST Platform stages | 1 | | | 2 | | | | 3 | | | | 4 |
| | Final event | | | | | | | | | | | | |

TABLE 3 | TRUST Gantt chart, 2025–2028 (D=Deliverable)

## 3.3. Milestones and deliverables

TABLE 4 and 5 present an overview of project milestones and deliverables as well as their due date.

| Milestone No. | Name | WP | Means of verification | Due date |
|---|---|---|---|---|
| 1 | Conceptual and operational definition of TSC | 2, 3 | Steering group agreed to definition | M6 |
| 2 | All pilot cases, their locations and involved organisations are identified | 4 | List of pilots and specifications | M12 |
| 3 | First version of TSC model and assessemnt tools are ready | 3 | Items (e.g. survery questions) for measurement are available | M15 |
| 4 | The evaluation of all interventions are finalized | 10 | Evaluation results are available in form of a report | M30 |
| 5 | Final version of the TSC model and assessment tools are ready | 6 | Documentation of model(s) and tools is available | M34 |
| 6 | The TRUST Platform is fully operational | 11 | Website is accessible | M36 |
| 7 | Final event of the TRUST project | 1, 7 | Final event took place and is documented | M36 |

TABLE 4 | Milestones, affected WPs, means of verification and due dates (M=project month)

| WP | Deliverable no. | Deliverable related no. | Deliverable name | Lead | Type | Dissemination level | Due date |
|---|---|---|---|---|---|---|---|
| 1 | D1 | D1.1 | Project Management Plan | KFV | R | PU | M2 |
| 1 | D2 | D1.2 | DMP \| Data Management Plan I | KFV | DMP | PU | M6 |
| 1 | D20 | D1.3 | DMP \| Data Management Plan II | KFV | DMP | PU | M30 |
| 2 | D4 | D2.1 | Concept of Traffic Safety Culture in different contexts | TØI | R | PU | M9 |
| 2 | D8 | D2.2 | State of the art and good practice to grow Traffic Safety Culture | VIAS | R | SEN | M15 |
| 3 | D7 | D3.1 | TSC Model(s) | TØI | OTHER | PU | M15 |
| 3 | D9 | D3.2 | TSC Assessment and measuring tools | TØI | OTHER | PU | M18 |
| 3 | D10 | D3.3 | Intervention mechanisms for pilots | TØI | R | PU | M18 |
| 4 | D6 | D4.1 | Cooperation protocols for pilots between TRUST and implementation partners | KFV | R | PU | M15 |
| 5 | D24 | D5.1 | Preliminary evaluation plan | VTI | R | PU | M18 |
| 6 | D14 | D6.1 | TSC and road safety | VIAS | R | PU | M33 |
| 6 | D15 | D6.2 | TSC & sustainability | TØI | R | PU | M33 |
| 6 | D16 | D6.3 | Models and tools, considering evaluation outcomes | NTUA | OTHER | PU | M35 |
| 6 | D17 | D6.4 | Guidance for communities on how to improve TSC | VTI | R | PU | M36 |
| 6 | D18 | D6.5 | Guidance for organisations on how to improve TSC | NTUA | R | PU | M36 |

| WP | Deliverable no. | Deliverable related no. | Deliverable name | Lead | Type | Dissemination level | Due date |
|---|---|---|---|---|---|---|---|
| 7 | D3 | D7.1 | DEC (Dissemination, Exploitation and Communication) plan I | ETSC | R | PU | M6 |
| 7 | D5 | D7.2 | TRUST Platform I | KFV | DEC | PU | M10 |
| 7 | D22 | D7.3 | DEC plan II | ETSC | R | PU | M18 |
| 8 | D21 | D8.1 | DMP \| Data Management Plan III | KFV | DMP | PU | M36 |
| 9 | D11 | D9.1 | Pilots' resources | KFV | OTHER | PU | M30 |
| 10 | D12 | D10.1 | Evaluation of pilots | VTI | R | PU | M33 |
| 10 | D13 | D10.2 | Assessment of models and tools | VTI | R | PU | M33 |
| 11 | D19 | D11.1 | TRUST Platform II | KFV | DEC | PU | M36 |
| 11 | D23 | D11.2 | DEC plan III | ETSC | R | PU | M36 |

TABLE 5 | Project deliverables, affected WP, lead beneficary, due dates (R=Report / DMP=Data Management Plan / DEC=Dissemination, Exploitation and Communication, PU=Public, SEN=Sensitive / M=project month)

# 4. Project bodies and processes

The organisational structure of the consortium is comprised of the following project bodies (see also FIGURE 1):

- The **General Assembly** as the ultimate decision-making body of the consortium, meets at least twice a year.
- The **Steering Committee**, comprised of the WP leaders (see below), as the supervisory body for the execution of the project, which reports to the General Assembly, meets at least quaterly.
- The **Work Package (WP) Committees** (for WP2 to WP7, hence a total of six individual committees) as the supervisory body for the execution of a specific WP, which reports to the Steering Committee, meets anytime upon request of any member of one of the WP Committees
- The **WP leaders**, as the responsible body for coordinating the technical implementation of the proposed work of the WP and supervision of the overall WP progression.
- The **Coordinator** as the legal entity acting as the intermediary between the Parties and the Granting Authority and as the overall supervisory body for the project controlling and administration, including budget supervision and project representation.

For technical and management project decisions, consensus will be aimed at all levels. The Consortium Agreement defines the decision-making process in detail, including voting procedures if need be.

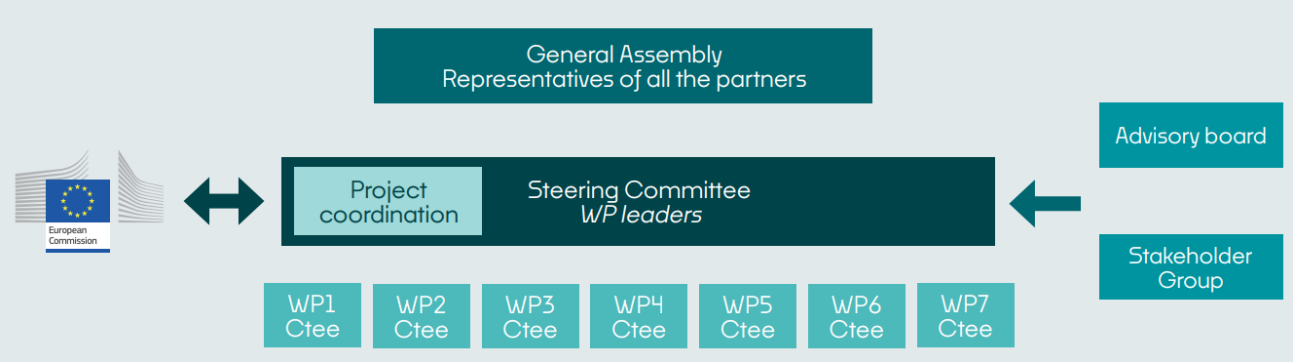


FIGURE 1 | Project bodies in TRUST

The Steering Committee consults with the Advisory Board and groups of stakeholders twice during the project term. Furthermore, the coordinator appoints an Ethics Advisor.

## 4.1. Advisory Board

The TRUST Advisory Board (AB) consists of 16 members, grouped into three different fields of expertise, as shown in TABLE 6. The aim of the AB is to support the Coordinator and the Steering Committee in strategic decisions and in contextualising research results.

| Experts on traffic safety culture and national culture | Road safety and mobility experts | Experts on occupational safety and safety in other transport modes |
|---|---|---|
| **Nicholas J. Ward** is Professor Emeritus at Montana State University and Chief Scientific Officer at Safe System Solutions (USA). | **Matts-Åke Belin** is the Global Lead for the Decade of Action for Road Safety at the World Health Organisation (WHO, Switzerland). | **Deirdre Sinnott McFeast** is Senior Inspector at the Occupational Safety Division of the Healthy and Safety Authority (Ireland). |
| **Judy Fleiter** is an Adjunct Professor at the Queensland at the Queensland University of Technology (Australia). | **Maria Segui-Gomez** is an international consultant on road safety and injury prevention, who currently works for the WHO | **Barry Kirwan** is the Safety Research Coordinator at Eurocontrol (Belgium). |
| **Hideki Nakamura** is Professor of Transportation Planning at Nagoya University (Japan). | **Britta Lang** is the Global Manager of the Global Road Safety Partnership (Switzerland). | **Michaela Schwarz** is the expert on safety culture and human factors programmes at the Austrian Federal Railways (Austria). |
| **Michael Minkov** is Professor of Cross-Cultural Studies at Varna University of Management (Bulgaria). | **Henk Stipdonk** just retired as Director of the Dutch Knowledge Institute Mobility (Netherlands). | **Dracos Vassalos** is Emeritus Professor of the University of Strathclyde, Glasgow who specialized in maritime safety (Scotland). |
| **Ioni Lewis** is Professor at the Queensland University in Brisbane (Australia). | **Nicola Christie** is Professor of Transport Safety at University College London and President of the London Road Safety Council (United Kingdom). | |
| **Robyn Robertson** is President & CEO of Traffic Injury Research Foundation (Canada). | **Biagio Ciuffo** leads the research group on Smart Mobility and the Living Lab for Future Mobility Solutions at the EC Joint Research Centre. | |

TABLE 6 | TRUST Advisory Board members

# 5. Internal project communication

## 5.1. Collaborative working space and project repository

In the TRUST project we will use SharePoint, a collaborative platform provided by Microsoft, provided and administered by the Project Coordinator. SharePoint contains functionalities for sharing files, collaborative authoring of Office documents, discussion boards, task lists, calendars and more. Using SharePoint enables secure storage for project assets during the entire project. By reducing dependency on email for communication, active use of SharePoint will ensure that project history is accessible to any future project members, whenever they may be introduced to the project.

A default repository structure has been already created for TRUST, based mainly in the WP structure of the project as defined by the DoA.

## 5.2. Internal communication among the partners

The Project Coordinator will set up a communication system to facilitate the cooperation among the partners. Electronic Mail communication will be the principal mean of interpersonal communication. It is informal, fairly rapid, but best suited for non-critical information.

For suitable use of emails, rules to be followed by TRUST partners include the following:

- Insert [TRUST] before the subject of the email
- Give a clear indication of the content in the subject of the email

Another means of communication can be teleconferencing, a powerful tool for organising short meetings. They can be organised with short notice.

## 5.3. Project meetings

Interactive management meetings and technical meetings play an important role in the project. TRUST meetings will include the following meetings:

- **General Assembly**: twice a year in-person meeting with at least one representative of all partner organisations present. Additional online General Assemblies will be scheduled if need be. The Gener Assembly is convened by the Coordinator.
- **Steering Group meeting**: monthly online meeting with at least one represenative of each work package leader present. Additional in-person meetings will be scheduled if need be and can be convened by each of the Steering Group members.
- **Work Package meeting**: online and in-person work meeting with the WP leader and at least one representative of all partner organisations involved in the WP present. The frequency is determined by the WP leader.

TRUST will use mainly MS Teams, but each partner may use its preferred system, when organising a call. The chairperson shall give written notice of a meeting to each Member as soon as possible and no later than 15 calendar days preceding an ordinary meeting and 3 calendar days preceding an extraordinary meeting.

Each Partner:

- Should be present or represented at any meeting
- May appoint a substitute or a proxy to attend and vote at any meeting
- Shall participate in a cooperative manner in the meetings

Each participant to a meeting should contribute to the meeting by:

- Contributing to the agenda
- Preparing his/her presentation
- Providing for working documents: normally the main subjects discussed during a meeting will be documented by discussion papers or presentations. As far as possible, these means should be distributed in advance
- Sending feedback on the minutes in case of disagreement
- Implementing actions and respecting the decisions taken

The Project Coordinator will be the chairperson for the General Assembly, the AB meetings and Steering Group meetings and the WP leaders for WP meetings, unless decided otherwise.

## 5.4. Meeting agenda and minutes

Agendas and minutes will be prepared and shared by the chairperson of the meeting and shall be made available to all consortium members on the SharePoint workspace. Each meeting must have an agenda. The draft agenda should be distributed in advance (14 days for plenary and AB meetings, 7 for WP meetings), to inform the participants about the topics to be discussed and to give them the opportunity to suggest changes to the agenda which must then be re-circulated.

The chairperson shall produce minutes of each meeting which shall be the formal record of all decisions taken. They shall send draft minutes to all Members within 10 calendar days of the meeting. The minutes shall be considered as accepted if, within 15 calendar days from receipt,

no Party has sent an objection to the chairperson with respect to the accuracy of the draft minutes by written notice.

The chairperson shall save the accepted minutes together with the agenda in the TRUST SharePoint workspace in the 'Meetings' folder. The minutes will reflect major issues that have been discussed. All minutes of periodic meetings will have the same structure.

Minutes should contain the following information:

- Meeting date
- Location
- Author
- Participants
- Actual agenda
- List of documents distributed before or during the meeting with reference to the author (if applicable)

For each point addressed as part of the agenda, the minutes shall contain:

- summary of discussion (if relevant),
- decision, open issues, action,
- supporting information (if relevant);
- summary of the action list;
- place and date of the next meeting (if applicable).

The template for the Minutes will be available in the Templates folder on the TRUST SharePoint workspace.

# 6. Quality assurance

TRUST will implement the foreseen activities by considering the rules set by Horizon Europe. Quality Assurance is a joint responsibility of all the partners in this project. To guide all TRUST partners in ensuring highest quality of all project outputs, a Quality Assurance (QA) process has been defined and detailed in the "Quality Assurance Manual". It defines general QA principles (e.g. planning, documentation, review and approval processes) applicable to all deliverables, and then specifies tailored procedures, criteria and workflows for text-based outputs (internal text-based outputs, communication materials, standard deliverables, major deliverables). QA for other types of outputs (data-based output, events, website) is part of the Data Management Plan and the Dissemination Plan. Those documents and the QAM can be considered Annexes of the Project Management Plan, however, are not included in this document as they will be finalized at a later point (according to the scheduled due dates).

The Coordinator has appointed a QA Coordinator who oversees the QA process and timelines, appoints and invites reviewers in due time and advises all partners on any issues related to output quality. All deliverables will be reviewed internally, meaning a qualified expert or researcher from one of the TRUST partner organisations is appointed to conduct a quality review. All authors of and contributors to the deliverable are excluded from being reviewer of the deliverable in question. 8 deliverables have been identified as "major deliverables" and will be reviewed internally as well as by a qualified expert from outside of the consortium. This applies to the following deliverables (TABLE 7):

| Deliverable No. | Deliverable Name | Lead | Due Date |
|---|---|---|---|
| **D2.1** | Traffic Safety Culture | TØI | M9 |
| **D3.1** | TSC Model(s) | TØI | M15 |
| **D6.1** | TSC and road safety | VIAS | M33 |
| **D6.2** | TSC & sustainability | TØI | M33 |
| **D6.3** | Models and tools | NTUA | M33 |
| **D6.4** | Guidance for communities | VTI | M36 |
| **D6.5** | Guidance for organisations | NTUA | M36 |
| **D11.1** | TRUST Platform II | KFV | M36 |

TABLE 7 | TRUST Major deliverables, to be reviewed by external experts (M=project month)