

D1.5 Project Management Handbook



This project has received funding from the European Union's Horizon 2020 Research and Innovation programme under Grant Agreement No 101021274



Protection of Critical Infrastructures from advanced combined cyber and physical threats

Deliverable n°:	D1.5
Deliverable name:	Project Management Handbook
Version:	1.1
Release date:	19/06/2023
Type* - Dissemination level**	Report - Public
Status:	Final
Editors	EDF
Contributing WP	WP1

Abstract

The Project Management Handbook defines how the PRAETORIAN project will be executed, monitored and controlled providing a summarized framework of the project and its purpose. It includes all necessary project management procedures to be performed by the consortium members for the correct project execution and to meet the objectives defined in the GA.

**Type. Report; Demonstrator; Ethics*

***Dissemination Level. Public; Confidential (Confidential, only for members of the consortium (including the Commission Services)); RESTREINT UE (Classified information, RESTREINT UE (Commission Decision 2015/444/EC)).*

Disclaimer

This document contains material, which is the copyright of certain PRAETORIAN beneficiaries, and may not be reproduced or copied without permission.

The information appearing in this document has been prepared in good faith and represents the views of the authors. Every effort has been made to ensure that all statements and information contained herein are accurate; however, the authors accept no statutory, contractual or other legal liability for any error or omission to the fullest extent that liability can be limited in law.

This document reflects only the view of its authors. Neither the authors nor the Research Executive Agency nor European Commission are responsible for any use that may be made of the information it contains. The use of the content provided is at the sole risk of the user. The reader is encouraged to investigate whether professional advice is necessary in all situations.

No part of this document may be copied, reproduced, disclosed, or distributed by any means whatsoever, including electronic without the express permission of the PRAETORIAN project partners. The same applies for translation, adaptation or transformation, arrangement or reproduction by any method or procedure whatsoever.

PRAETORIAN

PRAETORIAN's strategic goal is to increase the security and resilience of European Critical Infrastructures (CIs), particularly facilitating the coordinated protection of interrelated CIs against combined physical and cyber threats. To that end, the project provides a multidimensional (economical, technological, policy, societal) yet infrastructure-specific toolset comprising: (i) a Physical Situation Awareness system, (ii) a Cyber Situation Awareness system, (iii) a Hybrid Situation Awareness system, all of which use digital twins of the infrastructure under protection, as well as (iv) a Coordinated Response system. The PRAETORIAN toolset supports the security managers of CIs in their decision enabling them to anticipate and withstand potential cyber, physical or combined security threats to their own infrastructures and other interrelated CIs that could have a severe impact on their performance and/or the security of the population in their vicinity.

The project specifically aims to tackle (i.e., prevent, detect, respond and, in case of a declared attack, mitigate) human-made cyber and physical attacks or natural disasters affecting CIs. It also addresses how an attack or incident in a specific CI can jeopardise the normal operation of other neighbouring/interrelated CIs, and how to make all of them more resilient, by predicting cascading effects and proposing a unified response among CIs and assisting First Responder teams.

PRAETORIAN is a CI-led, user-driven project that demonstrates and evaluates its results in three international pilot clusters, some of them cross border -Spain, France and Croatia-, involving 9 outstanding CIs: 2 international airports, 2 ports, 3 hospitals and 2 power plants.

Document history:

Version	Date of issue	Content and changes	Partner
0.1	01/07/2021	ToC	ETRA
0.2	10/08/2021	First draft	ETRA
0.3	16/08/2021	Second draft. Version Ready for internal review	ETRA
1.0	30/08/2021	Final version	EDF
1.1	19/06/2023	Renumbering of deliverables and other updates according to amendment of GA. Revision of typos.	ETRA

List of Authors:

Partner	Author
ETRA	Eva Muñoz, Eduardo Villamor
EDF	Frédéric Guyomard

Peer reviewed by:

Partner	Reviewer
EDF	Siham Farina
ICCS	Kostas Demestichas

Table of Contents

Executive Summary	9
1. Introduction	10
1.1 Purpose of the document	10
1.2 Scope of the document	10
1.3 Structure of the document	10
2. Project summary	12
2.1 PRAETORIAN Key facts	12
2.2 PRAETORIAN in short	12
2.3 Objectives of the project	13
2.4 Work plan summary	14
3. PRAETORIAN Consortium.....	16
4. Decision making and conflict resolution	18
5. Document repository.....	19
6. Internal communication guidelines	21
6.1 Electronic communication	21
6.2 Notification procedure	22
6.2.1 Notification to the Project Coordinator	22
6.2.2 Bank account: notification of changes	23
7. Meetings.....	24
7.1 Meeting requests	24
7.2 Virtual Meetings	25
7.3 Meeting minutes	26
8. Reporting procedure.....	28
8.1 Document interchange format	28
8.2 Interim Report	28
8.3 Project Periodic Report	29
9. Dissemination.....	31
9.1 Presentation, poster and graphical material	31
10. Conclusions	33

Index of Tables

Table 1 – Participants in the project	16
Table 2 – Coordinator details	17
Table 3 – Mailing groups in PRAETORIAN	21
Table 4 - Convening Meetings	24
Table 5 – Notice of a meeting	25
Table 6 – Agenda definition	25
Table 7 – Interim technical report table.....	29
Table 8 – PRAETORIAN Reporting periods	29
Table 9 - Press Office	31

Index of Figures

Figure 1 - PRAETORIAN Demo sites	13
Figure 2 – PRAETORIAN PERT Diagram	15
Figure 3 – PRAETORIAN Alfresco repository	20
Figure 4 – Interim financial report tables.....	29

Abbreviations and Acronyms

CP	Consortium Plenary
DoA	Description of Action
EC	European Commission
EUCI.	EU Classified Information
GA	Grant Agreement
GNU	General Public License
H2020	Horizon 2020. The EU Framework Programme for Research and Innovation
PC	Project Coordinator
PD	Project Director
PDF	Portable Document Format
PMB	Project Management Board
PO	Project Officer
PPR	Project Periodic Report
QA	Quality Assurance
RP	Reporting Period
TL	Task Leader
TM	Technical Manager
TRL	Technology Readiness Level
URL	Uniform Resource Locator
WP	Work Package
WPL	Work Package Leader

Executive Summary

The Project Management Handbook is a document that establishes the foundation for the project cooperation processes and defines all the aspects that must be considered to assure an efficient and coherent management of activities. This includes: a brief description of the project, its objectives and the work plan; information about all partners involved in the project and the coordinator details; guidelines and recommendations regarding the internal communication in PRAETORIAN, guidelines for the documentation, deliverables, reports and presentations produced within the project; and a short overview about the dissemination activities in the project.

The Project Management Handbook gives guidelines for performing the day-to-day project management actions and has to be read jointly with the Quality Assurance Plan (deliverable D1.2) which describes the roles of the different actors in the project management and describes the main tools to guarantee the quality of the results. Moreover, another important document is the Dissemination and Communication Plan, reported in D10.2, which focuses on the procedures to achieve a successful dissemination and communication of the project results, also presented in this document as part of the overall view for successful project management.

1. Introduction

1.1 Purpose of the document

The purpose of this document is to establish the foundation for the project management processes providing a clear route to success. It contains all the relevant information to facilitate the execution and control of the different tasks of the project. Furthermore, it describes the main management tools, reporting procedures, internal communication policies, and other essential information needed in order to facilitate the cooperation and exchange of information among partners in an efficient and agile manner. Moreover, since PRAETORIAN has to handle EU Classified Information, it is of special interest to know the limitations due to the security restrictions, which affect many of these procedures.

1.2 Scope of the document

This document is aimed to outline a clear picture of the structure of the project and the overall management approach, ensuring that all the internal procedures are defined to support the consortium partners in their daily tasks, aiming at a smooth project implementation.

The document will serve the team leaders within each organisation, as well as the researchers and administrative personnel responsible to maintain at all times a clear vision of the main tools and internal procedures for the project execution.

The tools and procedures that are related to the Quality Assurance of the project are not in the scope of this document but are included in D1.1 Quality Assurance Plan instead. They will help measure the project's performance.

As any other document in the project, but with particular interest to D1.5, this deliverable should not contradict the project contract – and, in particular, the provisions made at the Description of Action (DoA) with regards to the project schedule and management procedures.

1.3 Structure of the document

This document is structured as follows:

- Section 2 provides a basic summary of the project key facts, objectives and work plan.
- Section 3 includes a description of the consortium.
- Section 4 deals with the decision making mechanisms to be implemented during the project implementation.
- Sections 5 and 6 describe the tools to be used for the document repository as well as for the internal communication among the consortium members
- Section 7 provides the mechanisms to convene, arrange and carry out the project meetings

- Section 8 describes the reporting procedures, both for the internal monitoring as well as for the periodic reports to the EC.
- Section 9 deals with the specific dissemination and communication management.
- Finally, the conclusions of the document are summarised.

2. Project summary

2.1 PRAETORIAN Key facts

Topic: SU-INFRA01-2018-2019-2020 - Prevention, detection, response and mitigation of combined physical and cyber threats to critical infrastructure in Europe

Type of Action: Innovation Action

Project start: 1st of June 2021

Duration: 28 months from 01.06.2021 to 30.09.2023

Project Coordinator: ELECTRICITE DE FRANCE

Consortium: 23 organizations from 7 countries

2.2 PRAETORIAN in short

PRAETORIAN's strategic goal is to increase the security and resilience of European Critical Infrastructures (CIs), particularly facilitating the coordinated protection of interrelated CIs against combined physical and cyber threats. To that end, the project provides a multidimensional (economical, technological, policy, societal) yet infrastructure-specific toolset comprising: (i) a Physical Situation Awareness system, (ii) a Cyber Situation Awareness system, (iii) a Hybrid Situation Awareness system, all of which use digital twins of the infrastructure under protection, as well as (iv) a Coordinated Response system. The PRAETORIAN toolset supports the security managers of CIs in their decision enabling them to anticipate and withstand potential cyber, physical or combined security threats to their own infrastructures and other interrelated CIs that could have a severe impact on their performance and/or the security of the population in their vicinity.

The project specifically aims to tackle (i.e., prevent, detect, respond and, in case of a declared attack, mitigate) human-made cyber and physical attacks affecting CIs. It also addresses how an attack or incident in a specific CI can jeopardise the normal operation of other neighbouring/interrelated CIs, and how to make all of them more resilient, by predicting cascading effects and proposing a unified response among CIs and assisting First Responder teams.

PRAETORIAN is a CI-led, user-driven project that demonstrates and evaluates its results in four international pilot clusters, some of them cross border -Spain, France and Croatia/Austria-, involving 9 outstanding CIs: 2 international airports, 2 ports, 3 hospitals and 2 power plants.

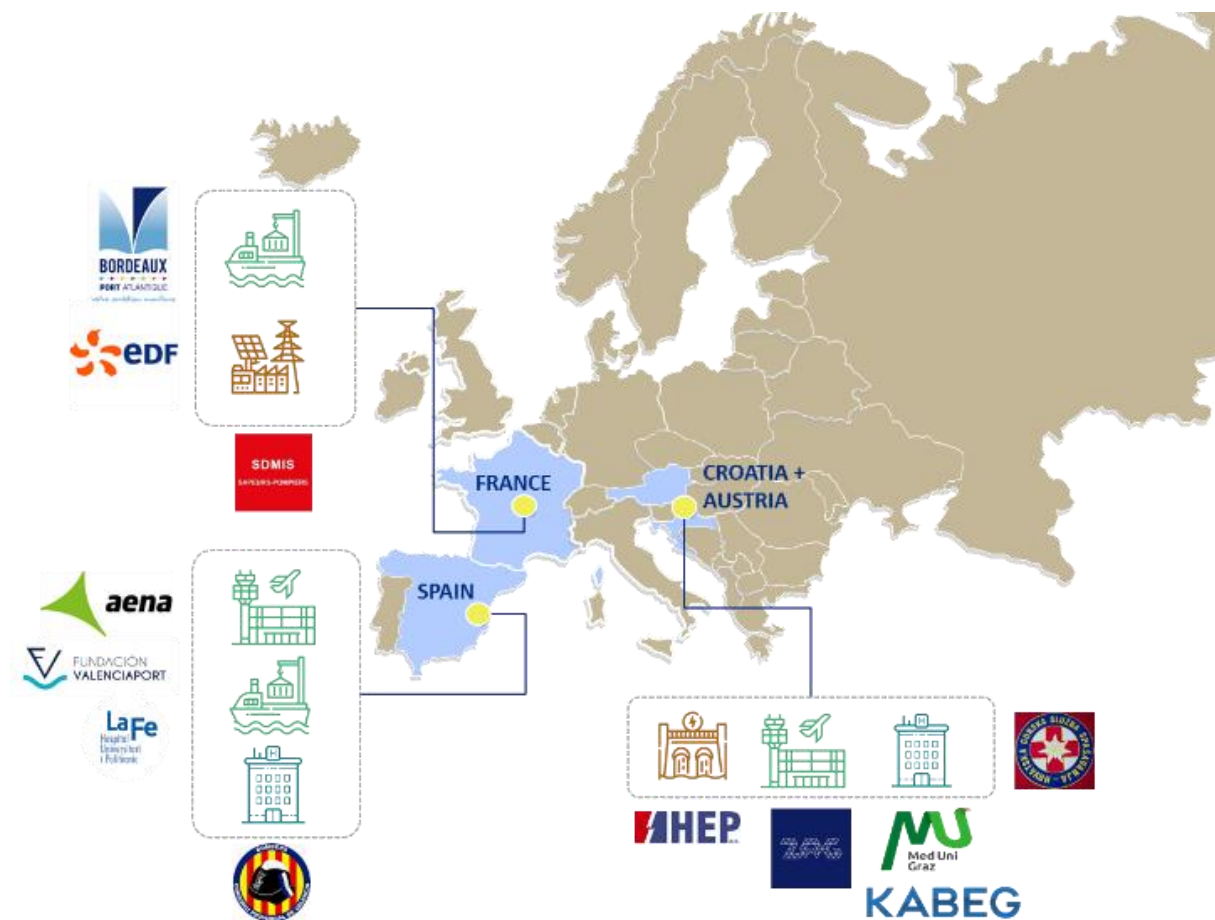


Figure 1 - PRAETORIAN Demo sites

2.3 Objectives of the project

PRAETORIAN's strategic goal can be mapped into 7 objectives, which are grouped into two main categories:

- Technological objectives, focusing on the delivery of the PRAETORIAN technologies and applications, which will be used as the basis for business exploitation and commercialisation through a business plan.
 - Objective 1: Evaluate the hazards and minimize their level of risk by assessing the vulnerabilities of targeted sectors and designing adequate security measures
 - Objective 2: Improve the understanding of any physical or cyber threats and their consequences in the interdependent network of critical infrastructures
 - Objective 3: Improve the resilience of the CIs, their neighbouring population and environment and enable a coordinated response to an attack
 - Objective 4: Share with the public pertinent information on the risks associated to an event and the emergency response actions planned to overcome the incident

- Impact and user-oriented objectives, which focus on the evaluation and validation of the solution, as well as the spread of the excellence gained, while meeting all legal and ethical requirements:
 - Objective 5: Validate the project results in real contexts of interdependent CIs to improve its efficiency, cost-effectiveness and societal benefit
 - Objective 6: Ensure compliance of the solutions with the legal, ethical, privacy, and societal principles, including recommendations to policy planners
 - Objective 7: Disseminate results on the researched threat information sharing models to the relevant communities of users, to promote the adoption of the proposed cost-effective solutions beyond the project participants

2.4 Work plan summary

The project lifetime is 28 months, and the work is structured in 10 work packages. The first period of the project is devoted to analysis, requirements, design, and development activities, whereas the last part of the work plan is focused on demos' execution, evaluation and validation. Dissemination and exploitation activities will be addressed during the whole project.

The technical work packages, in which the PRAETORIAN products will be developed, are WP2, WP3, WP4, WP5, WP6 and WP7, the project solutions will be demonstrated in WP8, while WP1, WP9 and WP10 are horizontal WPs.

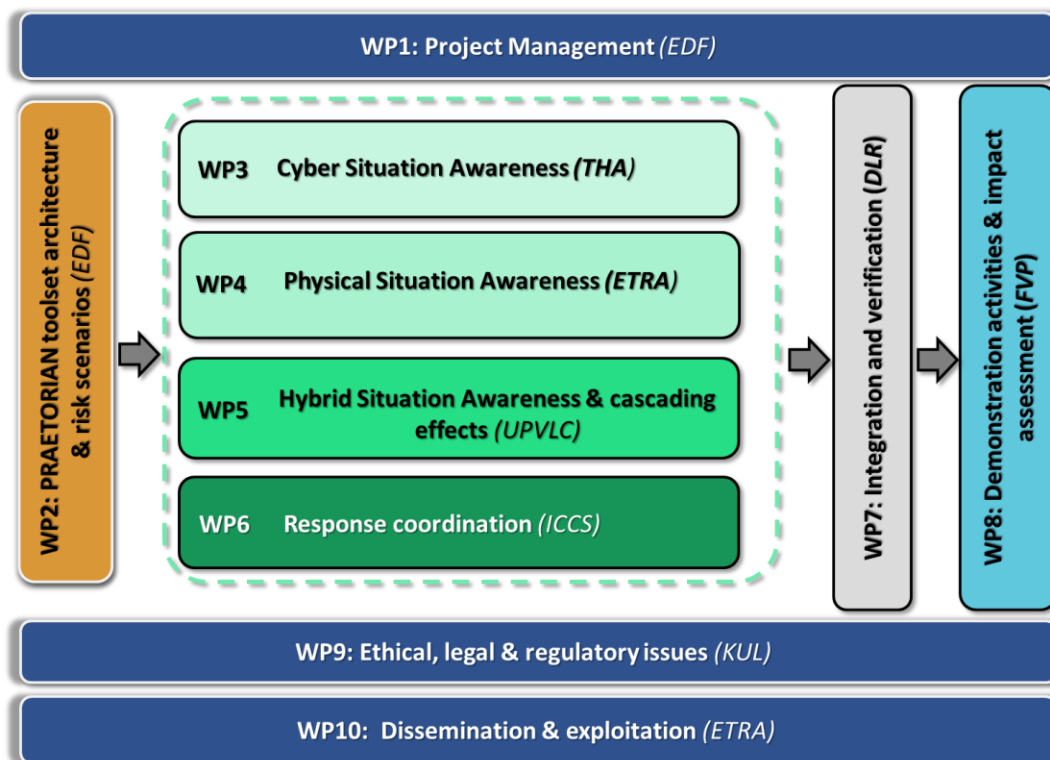


Figure 2 – PRAETORIAN PERT Diagram

3. PRAETORIAN Consortium.

Due to the dissemination level of this document, which is flagged as “Public”, contact details of the people involved in the project are not provided. Nevertheless, this information can be found in the project repository.

Table 1 – Participants in the project

No	Name	Short name	Country	Main Role in PRAETORIAN
1	ELECTRICITE DE FRANCE	EDF	France	Project Coordinator, Power Plant CI operator
2	ETRA INVESTIGACION Y DESARROLLO SA	ETRA	Spain	Technical coordinator. Technology provider and system integrator
3	UNIVERSITAT POLITECNICA DE VALENCIA	UPV	Spain	Cyber and physical threat correlation
4	AENA S.M.E. SA	AENA	Spain	Airport CI operator
5	KONCAR - INZENJERING ZA ENERGETIKUI TRANSPORT DD	KONCAR	Croatia	Technology provider
6	FUNDACION DE LA COMUNIDAD VALENCIANA PARA LA INVESTIGACION, PROMOCION Y ESTUDIOS COMERCIALES DE VALENCIAPORT	FVP	Spain	Port CI operator
7	DEUTSCHES ZENTRUM FUR LUFT - UND RAUMFAHRT EV	DLR	Germany	Technology provider
8	INSTITUTE OF COMMUNICATION AND COMPUTER SYSTEMS	ICCS	Greece	Technology provider
9	KATHOLIEKE UNIVERSITEIT LEUVEN	KUL	Belgium	Ethics and legal advice
10	MEDUNARODNA ZRACNA LUKA ZAGREB DD	ZAG	Croatia	Airport CI operator
11	THALES	THALES	France	Technology provider
12	IDEMIA IDENTITY & SECURITY GERMANYAG	IDMG	Germany	Technology provider
13	HRVATSKA ELEKTROPRIVREDA DIONICKO DRUSTVO	HEP	Croatia	Hydro Power Plant CI operator
14	HRVATSKA GORSKA SLUZBA SPASAVANJA	CMRS	Croatia	First responder
15	AIT AUSTRIAN INSTITUTE OF TECHNOLOGY GMBH	AIT	Austria	Technology provider
16	CONSORCIO PARA EL SERVICIO DE PREVENCIÓN Y EXTINCIÓN DE INCENDIOS Y SALVAMENTO DE LA PROVINCIA DE VALENCIA	CPBV	Spain	First responder
17	FUNDACION PARA LA INVESTIGACION DEL HOSPITAL UNIVERSITARIO LA FE DE LA COMUNIDAD VALENCIANA	HULAFE	Spain	Hospital CI operator
18	SERVICE DEPARTEMENTAL - METROPOLITAIN D'INCENDIE ET DE SECOURS	SDMIS	France	First responder
19	RINIGARD DOO ZA USLUGE	RINI	Croatia	Technology provider
20	MEDIZINISCHE UNIVERSITAT GRAZ	MUG	Austria	Hospital CI operator

No	Name	Short name	Country	Main Role in PRAETORIAN
21	SUB-C MARINE	SUBCM	France	Technology provider
22	GRAND PORT MARITIME DE BORDEAUX	GPMB	France	Port CI operator
23	LANDESKRANKENANSTALTEN-BETRIEBSGESELLSCHAFT	KABEG	Austria	Hospital CI operator
24	KONCAR - DIGITAL DOO ZA DIGITALNE USLUGE	KONCA-DI	Croatia	Technology provider

Table 2 – Coordinator details

PRAETORIAN contact details	
PRAETORIAN Project Director	Frédéric GUYOMARD
Organisation	EDF
Postal address	7 Bd Gaspard MONGE - 91120 PALAISEAU
Telephone	01 78 19 32 00
e-mail	frederic.guyomard@edf.fr

4. Decision making and conflict resolution

The management structure is defined in D1.1 Quality Assurance Plan. According to that structure, there are three main bodies to take care of the implementation actions in the project:

- the Project Management Office (PMO), which assists the Project Director (PD) in the management issues,
- the Project Management Board (PMB), composed by the PD, the PMO and the WP leaders,
- the Consortium Plenary (CP), in which all the partners in the PRAETORIAN Consortium are represented.

All partners of the PRAETORIAN Consortium share the vision that to ensure smooth project implementation, formal and pragmatic decision-making mechanisms must be in place to resolve potential disputes.

Decision making and conflict resolution processes have the objective to set the procedures, flows and rules based on these main principles:

- (i) All partners have the same voting rights independently of their economic and technical contribution.
- (ii) Decisions to be taken in the PMB (min. quorum 3/4 of the members) will be taken upon 3/4 of the votes.
- (iii) Decisions to be taken in the CP (min. quorum 4/5 of the members) will be taken upon 4/5 of the votes.

Decision making and conflict resolution will be managed, if possible, amicably and at the lowest possible level; in case of need, issues will be escalated to the relevant project bodies (to Task Level, WP Level, PMB, or ultimately CP); consensus to solve the problem will be seek at each level.

Some specific examples of the decision procedures are detailed as follows:

- Decisions regarding important issues (the typology of these issues are listed in the Consortium Agreement) will be made by the PMB (if the issue is technical, at a proposal of the Technical Manager; if non-technical, at a proposal of the PM).
- Decision making on strategic issues or relevant contract related matters within the frame of the Grant Agreement and the Consortium Agreement, especially when such decisions may affect the agreements reached within these two documents, will be presented by the PM and voted in the CP, under the chair of the PD.
- Individual financial issues are primarily the responsibility of each partner, as specified in the Grant Agreement.

5. Document repository

A document repository has been set up in order to facilitate the exchange of information **that is not marked as EU Classified information (EUCI)**. The tool that has been selected is Alfresco¹. Alfresco is a flexible project management web application, which is open-source and released under the terms of the General Public License (GNU). PRAETORIAN will use the Alfresco tool as a document repository, in order to maintain current and historical versions of files such as source code and documentation.

The PRAETORIAN Alfresco repositories can be accessed through its URL, which is provided to the consortium. The consortium members have been granted with the necessary credentials to access and modify the repository.

The PRAETORIAN site in Alfresco allows its members the use the following tools:

- Document Library, in which the documents that are produced in the project are uploaded and stored. The main purpose of this tool is to act as the project repository rather than being a platform for editing documents in a collaborative manner (although basic view and editing facilities are provided).
- Calendar: the PMB meetings, Consortium Plenary meetings and other events of interest must be added to the calendar, so all the partners can have visibility of this information.
- Links: this menu shows the links that give access to some other important documents in the project which are shared among the consortium members for collaboration purposes. The Dissemination Dashboard (see D10.2) or the WP mailing groups (see section 6.1 of this document) are two examples of these documents.

In the Document library, the current structure includes three main folders: one for files and documents related to coordination and management, a second one for documents concerning meetings and the third one for information related to work packages.

¹ <https://www.alfresco.com/>

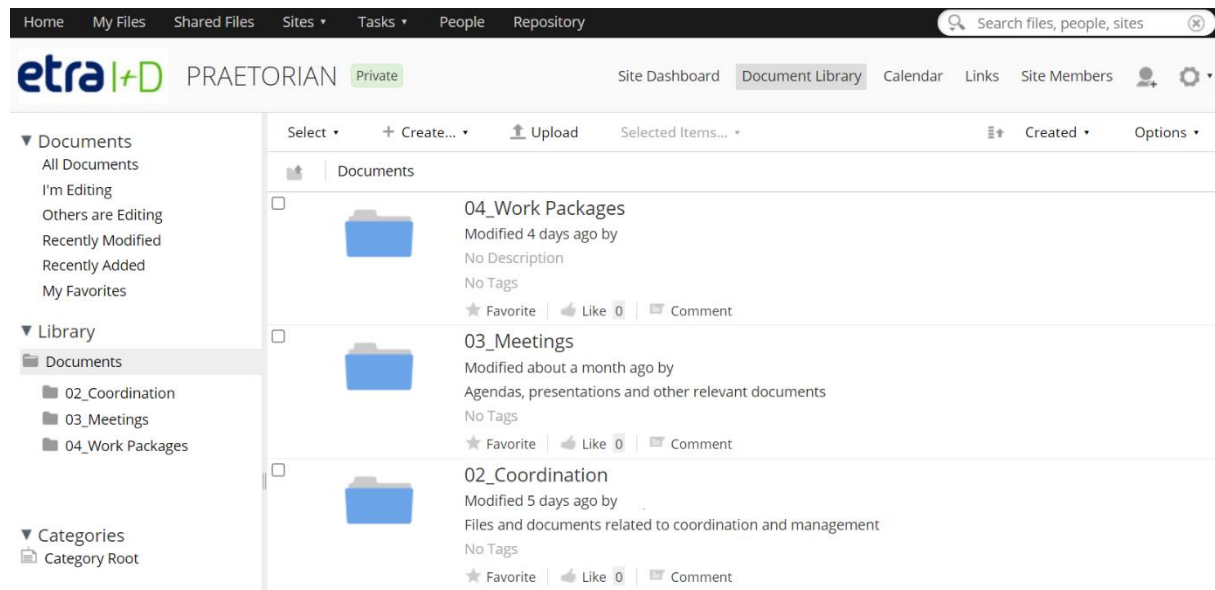


Figure 3 – PRAETORIAN Alfresco repository

All the information produced by the consortium or relevant to the project can be uploaded to these folders. The structure can and will be updated as the project evolves in order to organize the information in the most efficient way for the partners. All the partners can create new directories in the same logical way, whenever it is needed.

When dealing with EU Classified information, the PRAETORIAN Consortium has to use a different tool within the list of cryptographic products (LACP) approved in accordance with Article 10(6) of the Council Security Rules for protecting EU Classified Information (EUCI). This list is given following this link : [Council website](#)

Main requirements of the tool to be used:

- *VPN Encryptor*
- *Off-line file - encryptor*
- *Workstation protection*

The encryption software chosen by the PRAETORIAN Consortium was Zed!², in the version Zed! ENTERPRISE which meets the requirements of the EC.

² <https://www.zedencrypt.com/>

6. Internal communication guidelines

Internal communication will normally take place via e-mail, telephone or online tools (Microsoft Teams, Skype, WebEx), always for topics not related to EUCI. This section contains a set of best practices to be followed in order to make the communication process easier.

6.1 Electronic communication

Electronic mail is used extensively by the partners to communicate with each other. PRAETORIAN will use mailing lists whenever possible, with the objective to facilitate a smooth and fluent internal communication. Each Work Package Leader (WPL) is responsible for the management and animation of its WP. All partners should avoid email exchanges involving just part of the WP members, so that all partners can keep integrated records of the activity in each WP and the whole project.

The mailing lists have been created with the contacts involved in the specific WPs (as requested by the partners), but can be updated as needed at any time. The following mailing groups are available:

Mailing group	Purpose
praetorian@praetorian-h2020.eu	Topic of common interest, general purpose
wp2@praetorian-h2020.eu	WP2 related activities
wp3@praetorian-h2020.eu	WP3 related activities
wp4@praetorian-h2020.eu	WP4 related activities
wp5@praetorian-h2020.eu	WP5 related activities
wp6@praetorian-h2020.eu	WP6 related activities
wp7@praetorian-h2020.eu	WP7 related activities
wp8@praetorian-h2020.eu	WP8 related activities
wp9@praetorian-h2020.eu	WP9 related activities
wp10@praetorian-h2020.eu	WP10 related activities
admin@praetorian-h2020.eu	Administrative issues
approval@praetorian-h2020.eu	Dissemination/communication material approval
pmb@praetorian-h2020.eu	Project Management Board activities

Table 3 – Mailing groups in PRAETORIAN

The list of e-mail addresses and groups can be viewed through a link available in the Alfresco site (see section 5) in a collaborative document that will be permanently up-to-date. The partners can check at any moment in which mailing group(s) they are included, and update the list. The Dissemination Manager is in charge of maintaining the mailing groups and to periodically update them according to the lists. Whenever an update is made by a partner, it is a good practice to notify the Dissemination Manager to ensure that the change is reflected in the actual mailing list.

For efficient use of electronic communication in the project:

- Ensure that all partners get the information they need in a timely manner.
- Avoid e-mail spamming and information overload.

Therefore, some basic rules have to be followed:

- To include the tag PRAETORIAN (or [PRAETORIAN]) always in the Subject of the e-mails.
- Not to use the entire @praetorian group in case the topic is related to a certain WP discussion.
- Only relevant information (strictly related to the PRAETORIAN project) is sent to the appropriate project participants, using the relevant mailing list.
- Each e-mail should contain one topic only. The topic must be clearly expressed in the subject field.
 - If it is not practical to separate multiple topics, then the different topics in the e-mail must be separated by clear heading. In this case, if the mail is long (more than can be seen on a screen) then it should start with a list of contained topics at the beginning.
- Communication of relevance to a particular group (such as comments and votes) will be given as group replies so as to give all group members the opportunity to receive a clear view of every partner's opinion, in an effort to speed up and harmonise the agreement process.
- Documents of project-wide relevance, which are flagged as “public” or “confidential” are stored in the project repository. They are not generally and necessarily distributed by e-mail to the whole project membership. Project participants are notified by e-mail and invited to consult the documents on the Alfresco site.

6.2 Notification procedure

6.2.1 Notification to the Project Coordinator

As a general procedure, any notification to the project coordinator should be sent in two signed copies according to the following procedure:

- The person signing the document should be accordingly empowered to do it.
- Always sign the document by the authorised person: people in Forms A, administrative and/or technical representative, according to the nature of the notification.
- In case he/she is not available, find an alternate authorised person empowered to sign the document. In that case, additionally send to the project coordinator two copies of a letter explaining the person is authorised and the empowerment by which he/she is authorised.
- Send a scanned copy in advance by e-mail.
- Paper copies should follow by express courier and a notification by e-mail to the project coordinator the day it was sent.
- In case any problem arises, the project coordinator should be contacted to solve the eventual situation.

6.2.2 Bank account: notification of changes

In the event of a partner's bank account changes, the project coordinator should be notified within 2 weeks in advance of any payment. The EC banking details template is available at the Alfresco repository

The bank stamp and the signature of the bank representative are generally required. However, with an attached copy of the RECENT bank statement, the stamp of the bank and the signature of the bank's representative are not required. The signature of the account-holder and the date are ALWAYS mandatory.

7. Meetings

In order to co-ordinate and manage the various activities of the PRAETORIAN project, a 2-days meeting will be held at a regular time basis, at least 2 times/year. This meeting will allocate time for the Consortium Plenary and PMB meetings. The PD together with the PM will be in charge of setting up and updating (each year) a calendar of meetings that may include dedicated workshops. Further project meetings may be planned whenever urgent issues will need to be resolved.

The project intends to run virtual electronic meetings whenever feasible and appropriate using information and communication technologies available as described in section 6.1. The following subsections clarify who will make invitations, how meeting decisions are to be taken, and how meetings are to be recorded. When specific decisions must be taken in the short term, extraordinary meetings may be held by audio-conferencing, including management aspects that may have as consequence the request of an amendment to the Grant Agreement; in this case, the voting shall be held via e-mail.

In terms of attendance, and for all PRAETORIAN PMB meetings, the presence of the project Director (PD), Project Manager (PM), Technical Manager (TM), Dissemination Manager (DCOM), Business and Innovation Manager (BIM), Demonstration Manager (DEM), LEPI Officer and all WP Leaders (or any representatives of their respective companies), is required.

In relation to the CP meetings, all partners must attend.

7.1 Meeting requests

Meetings are invited by the corresponding chair: the WP leader for a WP workshop or meeting (and even Task leader if required), and the PM for a PMB meeting and a CP meeting.

For face-to-face meetings, the host of the meeting will provide logistics and accommodation information to the participants. In the case of meetings in a dedicated location in Brussels, the PD will be in charge of organising the meeting.

The following tables summarize the main issues about preparation and organization of meetings:

Table 4 - Convening Meetings

	Ordinary meeting	Extraordinary meeting
Consortium Plenary	At least twice a year	At any time upon written request of the PMB or 1/3 of the Members of the CP.
Project Management Board	At least twice a year in the same dates of the CP. Biweekly remote meetings to follow project progress	At any time upon written request of any Member of the PMB

Other meetings		At any time upon written request of partner who chair the meeting
----------------	--	---

Table 5 – Notice of a meeting

	Ordinary meeting	Extraordinary meeting
Consortium Plenary	45 calendar days	15 calendar days (10 calendar days in case of meetings by teleconference or other telecommunication means)
Project Management Board	14 calendar days	7 calendar days
Other meetings	14 calendar days	7 calendar days. In case that all called partners to the meeting agree, the meeting could be noticed in a shorter time.

Table 6 – Agenda definition

	Ordinary meeting	Extraordinary meeting
Consortium Plenary	14 calendar days. Partners may add items to the agenda until 7 calendar days before the meeting	10 calendar days for an extraordinary meeting. Partners may add items to the agenda until 7 calendar days before the meeting
Project Management Board	7 calendar days. Partners may add items to the agenda until 2 calendar days before the meeting	3 calendar days. Partners may add items to the agenda until 2 calendar days before the meeting
Other meetings	7 calendar days. Partners may add items to the agenda until 2 calendar days before the meeting	3 calendar days or at the same time of the meeting notice. Partners may add items to the agenda until 2 calendar days before the meeting

7.2 Virtual Meetings

The virtual meetings will be used for the monitoring of the project progress – i.e. biweekly PMB meetings – or specific work sessions – i.e. webinars. Some basic recommendations to be followed when organising/participating at the virtual meeting can be found hereafter:

- Virtual meetings will be limited in duration. It is recommended to avoid long meetings – no longer than 1 hour.
- All partners are requested to connect to the virtual meeting service 5 minutes in advance, to solve any potential technical problems.
- All microphones must be muted when the partner is not actively participating in the discussion.
- Any partner joining or leaving the meeting is requested to announce it, preferably through the chat tool.
- Even if the service enables the sharing of a screen, it is recommended to circulate in advance – i.e. upload to the project repository – all the material to be used during the meeting.

When a meeting is expected to deal with EUCI issues, a specific software must be used.

7.3 Meeting minutes

The reporting of meetings is mandatory to guarantee that the decisions taken are known and accepted by all the people working in the project.

The partner hosting the meeting will be responsible of producing the minutes following the template available at the project repository in no more than 15 days.

The following rules will apply to minutes:

- **Recording:** Minutes must be recorded for every official project meeting. A rapporteur is appointed at the start of the meeting. Meeting minutes will be taken in turn in the following manner:
 - CP and PMB meeting minutes are recorded by the chairperson of the meeting, and in the case of the CP meeting, with the support by at least one designed member of a consortium partner.
 - Other meeting minutes are recorded by the member organisation hosting the meeting.

A copy of the minutes will be archived in the project repository.

- **Consolidation / Approval:** As a general procedure, the draft meeting minutes will be circulated to all Members by the chairperson within 10 calendar days of the meeting. The minutes shall be considered as accepted if, within 15 calendar days from sending, no Member has sent an objection in writing to the chairperson.
- **Circulation / Distribution:** The chairperson will inform about the final version of the minutes which will be available in the Alfresco repository.
- **Content:** The minutes must at least contain:

- The meeting attendance list;
- The approved meeting agenda, including date and venue;
- Decisions taken, including motivations as far as possible;
- An action list containing for each action a short description, a responsible and a time schedule (if an action was given to a person not attending the meeting, a person for contacting that person needs to be given);
- A list of agreed upcoming events;
- If appropriate, a list of related documents (appendixes).

8. Reporting procedure

8.1 Document interchange format

The documents will be named and numbered according to the rules in D1.2 Quality Assurance Plan.

All the text documents exchanged within the project must observe the following rules:

- The documents will use the *.docx format (Word or equivalent).
- When a document is in draft mode, different versions will be produced with the track of changes activated, until the final version is to be submitted.
- After the final document has passed the peer review, the project coordinator submitting the document to the EC will generate the PDF file, properly secured.
- It is recommended not to send attachments by e-mail but rather place them on the Alfresco project repository. Then, the person who has uploaded the document will send a notification within the appropriate WP group, announcing the location where the document can be retrieved.
- The presentations will use the *.pptx format (or equivalent) according to the template available at the repository.
- All the documents to be forwarded outside the Consortium, including the presentations and the final deliverables, will use ONLY PDF format.
- The interim reports (see section 8.2) have specific templates for both the financial and technical content.
- The deliverables (being public, confidential or EU RESTREINT) and rest of documents must follow the format and styles indicated in the templates available in the corresponding section of PRAETORIAN repository.
- All the templates can evolve according to the project needs and are appropriately versioned in the PRAETORIAN repository so that the most current version can easily be determined.

8.2 Interim Report

As part of an internal monitoring activity, on a periodic basis, the Project Director will ask the partners to provide an estimation of the resources consumed in each task, as well as any foreseen deviation of the budget forecasted for the next monthly interval.

The intervals are as follows:

- S1: from M1 to M7
- S2: from M8 to M16 (end of first reporting period)
- S3: from M17 to M22
- S2: from M23 to M28 (end of project)

All the project partners will have to complete two documents to gather the (possibly estimated) basic information on the resources spent per partner and the work performed:

- Technical Report: the following table will be filled.

Table 7 – Interim technical report table

Main activities (related to Tasks)	Description (include contribution to deliverable)	Progress (Not started, On-going, Finished)

- Financial report: the following information will be filled.

Personnel cost report		
WP	S1 x-month period	
	PM	Cost (€)
WP1		
WP2		
WP3		
WP4		
WP5		
WP6		
WP7		
WP8		
WP9		
WP10		
Total	0	0,00 €

Other costs		
WP	S1 x-month period	
	Cost (€)	
WP1		
WP2		
WP3		
WP4		
WP5		
WP6		
WP7		
WP8		
WP9		
WP10		
Total		0,00 €

Figure 4 – Interim financial report tables

The templates *PRAETORIAN_Interim Report_template.xlsx* and *PRAETORIAN_Technical Interim Report template.docx* are available in the project document library.

The interim report shall be available **no later than 3 weeks after the end of the period**. The project coordinator will analyse the reports, taking the requested actions in case of need.

8.3 Project Periodic Report

Two reporting periods are defined in the PRAETORIAN work plan:

Table 8 – PRAETORIAN Reporting periods

	Project Timing	Month / Year
RP1	M1 - M16	June 2021 – September 2022

RP2	M17 – M28	October 2022 – September 2023
-----	-----------	-------------------------------

In order to provide timely project reporting to the EC, as well as efficient and accurate financial data, the cost statements will be aggregated by each partner in the Project Periodic Report (PPR), which will be completed within the next 60 days from the end of period.

The Project Periodic Report (PPR) will follow the template provided by the EC for the H2020 Programme. It contains the periodic technical and financial reports.

The periodic technical report consists of two parts:

- Part A of the periodic technical report contains the cover page, a publishable summary and the answers to the questionnaire covering issues related to the project implementation and the economic and social impact, notably in the context of the Horizon 2020 key performance indicators and the Horizon 2020 monitoring requirements. Part A is generated by the IT system.
- Part B of the periodic technical report is the narrative part that includes explanations of the work carried out by the beneficiaries during the reporting period. Part B needs to be uploaded as a PDF document and will contain the following sections:
 - Explanation of the work carried out by the beneficiaries and Overview of the progress
 - Update of the plan for exploitation and dissemination of result (if applicable)
 - Update of the data management plan (if applicable)
 - Follow-up of recommendations and comments from previous review(s) (if applicable)
 - Deviations from Annex 1 and Annex 2 -DoA (if applicable)

The periodic financial report consists of:

- Individual financial statements (Annex 4 to the GA) for each beneficiary;
- Explanation of the use of resources and the information on subcontracting and in-kind contributions provided by third parties from each beneficiary for the reporting period concerned;
- A periodic summary financial statement including the request for interim payment.

The Project Periodic Report has to be consistent with the interim reports (see section 8.2) provided both at technical and financial levels.

EDF as Project Director, with the support of ETRA as Project Manager, will check the data of the PPR and the data from the interim report. If any difference arises, the partner should correct them within two weeks from notification.

EDF will submit the Progress Periodic Report to the EC.

9. Dissemination

The dissemination and communication management during the life of the project is described in D10.2 Communication Strategy and Dissemination Plan v1. It will be organized with a set of ordered actions (1) Initialization, (2) Execution, (3) Monitoring & Reviewing, (4) Reporting and (5) Closing. A loop will be organized between step 2 and step 4.

The Press Office is the board responsible for the planning and execution of the communication and dissemination activities within PRAETORIAN, where the Press Officer will be responsible for the revision of the main communication and dissemination elements to ensure the general guidelines are properly followed. The list of members of the board is presented in the following table, extracted from D10.2:

Table 9 - Press Office

Name	Entity	Role in the Board
Konstantinos Demestichas	ICCS	Chairman and Press Office responsible
Siham Farina	EDF	Representative of Project Coordinator
Eva Muñoz	ETRA	Project Manager, WP10 Leader, Business and Innovation Manager
Wim Vandeveld	KUL	Legal and Ethics responsible
Christophe Martin	EDF	Project Security Officer (PSO)
Konstantina Remoundou	ICCS	Social networks administrator
Lazaros Papadopoulos	ICCS	Website admin

The Press Office is reachable through the approval@praetorian-h2020.eu mailing list (see Table 3). The same team should be contact in cases of crisis communication. In case a project member is approached by press or a third-party with potential criticism, the following set of actions is most appropriate:

- Let the party know that their request is taken seriously.
- Ask them for contact details and the specific questions they would like to be answered
- Emphasize that the project will get back promptly
- Contact the Press Office explaining the situation at hand

9.1 Presentation, poster and graphical material

Any presentation related to the project work in progress or results will be created from the corporate presentation template available at the repository (two versions available: 4:3 or 16:9).

In addition to the available template, the consortium will have a number of alternative materials to help disseminate and present the project results in a coherent and effective way.

- A general presentation to provide a quick look at the project objectives and contents. This set of slides will be updated periodically with the new results as the project advances.

- A brochure to promote and enhance the visibility of the project.
- A roll-up to present the project at conferences and poster sessions.

10. Conclusions

The PRAETORIAN cooperation processes and most relevant coordination information and guidelines are summarised in this document.

This Project Management Handbook offers a synthetic and high-value guide for all partners involved in PRAETORIAN in order to facilitate and assure that all actions and activities within the project are coherent and well-coordinated, while a proper level of flexibility is maintained to allow an agile development and coordination of the actions.

Special consideration has to be taken when dealing with EU Classified Information (EUCI), which imposes several restrictions in the processing and exchanging of documents and contents, while also imposing some constraints in meetings (both virtual and face to face).

The document aims at maximising the impact of PRAETORIAN, optimising the coordination of efforts made by all partners, and providing tools and recommendations in order to improve the dissemination and communication impacts of the actions made by the partners.