Deliverable 1.2

Project Quality Manual

Technical References

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Revision History

REVISION	DATE	INVOLVED PARTNERS	DESCRIPTION
0.0	30.10.2020	UNINOVA	Skeleton Creation
0.1	11.11.2020	UNINOVA	Completed contents without Documents Link
0.2	12.11.2020	UTC	Contribution in content by adding required links
1.0	15.11.2020	UNINOVA	First internal completed version
1.1	26.11.2020	UNINOVA	Review by internal reviewer, André Rocha
1.2	28.11.2020	UNIONVA	Implementing internal reviewers suggestion and update
1.3	29.11.2020	IFEVS	Review by Work Package Leader, Pietro Perlo
1.4	2.12.2020	UNINOVA	Implementing reviewer suggestion and update
2.0	14.12.2020	UNINOVA	Internal Final Version
2.1	16.12.2020	GRAD	Review by External Reviewer, Lilian Adkinson
2.2	15.12.2020	CNR	Review by External Reviewer, Eda Marchetti
2.3	16.12.2020	UMU	Review by External Reviewer, Sara Nieves Matheu Garcia
2.4	18.12.2020	IESE	Review by External Reviewer, Emilia Cioroaica
2.5	20.12.2020	UNINOVA	Implementing external reviewers suggestions and update
3.0	27.12.2020	UNINOVA	Final Version (3th) of PQM

List of Contributors

Deliverable Creator(s): Sanaz Nikghadam Hojjati (UNINOVA), José Barata (UNINOVA)

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BIECO project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No **952702**.

Acronyms

Acronym	Term
BIECO	Building Trust in Ecosystem and Ecosystem Components (Project Acronym)
CO	Confidential, only for members of the consortium (including the Commission Services)
DL	Dissemination Leader
EC	European Commission
EU_CON	Classified Information : CONFIDENTIEL UE (Commission Decision 2005/444/EC)
EU-RES	Classified Information : RESTREINT UE (Commission Decision 2005/444/EC)
EU-SEC	Classified Information : SECRET UE (Commission Decision 2005/444/EC)
GA	Grant Agreement
ICT	Information and Communication Technology
IM	Innovation Manager
PC	Project Coordinator
PSB	Project Steering Board
PU	Public
PQM	Project Quality Manual
TL	Task leader
TPC	Technical Project Committee
WP	Work Package
WPL	Work Package Leader

Project Summary

Nowadays most of the ICT solutions developed by companies require the integration or collaboration with other ICT components, which are typically developed by third parties. Even though this kind of procedures are key in order to maintain productivity and competitiveness, the fragmentation of the supply chain can pose a high risk regarding security, as in most of the cases there is no way to verify if these other solutions have vulnerabilities or if they have been built taking into account the best security practices.

In order to deal with these issues, it is important that companies make a change on their mindset, assuming an "untrusted by default" position. According to a recent study only 29% of IT business know that their ecosystem partners are compliant and resilient with regard to security[1]. However, cybersecurity attacks have a high economic impact and it is not enough to rely only on trust by belief. ICT components need to be able to provide verifiable guarantees regarding their security and privacy properties. It is also imperative to detect more accurately vulnerabilities from ICT components and understand how they can propagate over the supply chain and impact on ICT ecosystems. However, it is well known that most of the vulnerabilities can remain undetected for years, therefore it is necessary to provide advanced tools for guaranteeing resilience and improved mitigation strategies, as cybersecurity incidents will happen. Finally, it is necessary to expand the horizons of the current risk assessment and auditing processes, taking into account a much wider threat landscape and vulnerabilities that remain undetected during design time, are explored during runtime with hazardous implications on systems' runtime operation. BIECO is a holistic framework that will provide these mechanisms in order to help companies to understand and manage the cybersecurity risks and threats they are subject to when they become part of the ICT supply chain. The framework, composed by a set of tools and methodologies, will address the challenges related to vulnerability management, resilience, and auditing of complex systems.

[1] https://www.techrepublic.com/article/only-29-of-eu-organizations-are-gdpr-compliant/

Partners

Disclaimer

The publication reflects only the author´s view and the European Commission is not responsible for any use that may be made of the information it contains.

Table of Contents

List of Figures

List of Tables

1. Introduction

1.1. Purpose of This Document

The BIECO Project Quality Manual is a key deliverable for WP1 setting up the basis for an effective management and coordination of the project. The main goal of this deliverable is to provide a single point of reference on the quality assurance policies that will be applied along the BIECO project. The BIECO Project Quality Manual will set the standards and rules to be able to deliver all work planned with top quality and will serve as a measurement tool to ensure quality for the project work.

This document is intended as a manual for all Consortium members to be used as a guide when a specific question needs to be answered for many research and development activities that support the implementation of BIECO project activities. As its guiding purposes, this deliverable provides a harmonized set of indication, procedures, and support documents to be used by all partners for an effective implementation of the project. It will assure the conformity of all project Deliverables with their respective requirements (of the BIECO project as a whole, of specific BIECO WPs, etc.) and that they meet high quality standards, using the relevant "Deliverable Peer Review Form", which will also include respective fields for the author(s) answers and justifications.

Essentially this document elaborate on the implementation level details of the collaborative framework as supported by the provisions of the Consortium Agreement and Grant Agreement and as such sets out the operational protocol to be adhered to by all the partners throughout the course of the implementation of the project.

Describing the operational protocols, it also illustrates the procedures and criteria to ensure the quality of the actions and of the deliverables.

The BIECO Project Quality Manual is designed to be used in the conjunction with the following documents:

- The Grant Agreement including its Annexes
- The Consortium Agreement including its Annexes

2. Management Structure

2.1. Project Partners and Tasks

The beneficiaries or Project Participants of BIECO are listed in the Grant Agreement, in the Consortium Agreement, and Presented in the table 1 and table 2:

Table 1. List of Project Participants

Partner	Acronym	Type	Country	Contact Person
UNINOVA – INSTITUTO DE DESENVOLVIMENTO DE NOVAS TECNOLOGIAS-ASSOCIACAO	UNINOVA	RTD	Portugal	José Barata
FRAUNHOFER GESELLSCHAFT ZUR FOERDERUNG DER ANGEWANDTEN FORSCHUNG E.V.	IESE	RTD	Germany	Daniel Schneider
CONSIGLIO NAZIONALE DELLE RICERCHE	CNR	RTD	Italy	Eda Marchetti
UNIVERSITATEA TEHNICA CLUJ-NAPOCA	UTC	UNIV	Romania	Ovidiu Cosma
FUNDACION CENTRO TECNOLOXICO DE TELECOMUNICACIONS DE GALICIA	GRAD	RTD	Spain	Ruth Muleiro Alonso
UNIVERSIDAD DE MURCIA	UMU	UNIV	Spain	Antonio Fernando Skarmeta Gómez
RESILTECH s.r.l.	RES	SME	Italy	Francesco Brancati
HOLISUN SRL	HS	SME	Romania	Oliviu Matei
TTTECH AUTO AG	TT	IND	Austria	Mohammed Abuteir
7BULLS.COM SPOLKA Z OGRANICZONA ODPOWIEDZIALNOSCIA	7B	SME	Poland	Katarzyna Materka
INTERACTIVE FULLY ELECTRICAL VEHICLES SRL	IFEVS	SME	Italy	Pietro Perlo

Table 2. Project Coordinator, Innovation Manager, and Dissemination Leader

Position	Acronym	Name
Project Coordinator	UNINOVA	José Barata
Innovation Manager	HS	Oliviu Matei
Dissemination Leader	UTC	Petrica Pop

Given that BIECO partners use Microsoft Teams platform for the internal sharing of information in the consortium and store the produced documents, an updated list of contacts is available in Microsoft Teams Folder in the subfolder BIECO Teams -> General -> Files -> BIECO project quality manual-> BIECO Contact List [2].

New contacts, changes and/or corrections to the list of contacts should be addressed to **UTC** in order to keep updated the contact details of beneficiaries involved.

[2]https://teams.microsoft.com/_#/school/files/General?threadId=19%3Ac208e9a77d384fbfb35c3ccbcb86c057%40thread.tacv2&ctx=channel&context=BIECO%2520Project%2520Quality%2520Manual&rootfolder=%252Fsites%252FBIECO%252FShared%2520Documents%252FGeneral%252FBIECO%2520Project%2520Quality%2520Manual

2.2. Governance Structure

The management structure of BIECO Consortium is described in the Grant Agreement and signed within the Consortium. Figure 1 provides an overview of the governance structure:

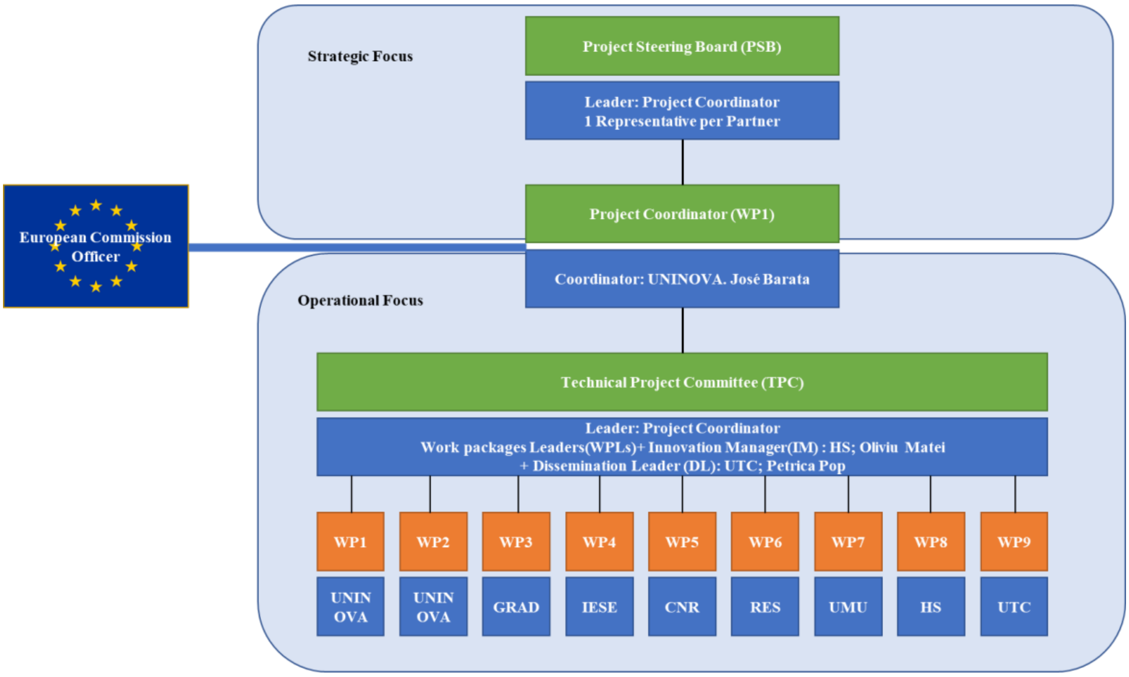

Figure 1. BIECO governance structure composed of the Project Coordinator (PC), the Project Steering Board (PSB), the Technical Project Committee (TPC), the Innovation Manager(IM), the Dissemination Leader(DL), and Work Packages leaders(WPLs)

The **Project Coordinator** (PC) is the partner in charge of leading the consortium, organizing its daily management and monitoring the overall execution of the project. It has the authority to identify problems during internal audits and initiate the proper actions to solve them. Its acts as the link between the consortium and the European Union and organizes the financial and administrative reporting according to the reporting periods foreseen by the work-plan. Prof. José Barata from UNINOVA is the BIECO Project Coordinator.

The **Project Steering Board** (PSB) is the decision-making body of the consortium. The PSB shall consist of the one representative of each partner. The coordinator shall chair all meetings of the PSB, unless decided otherwise by the PSB. The partners agree to abide by the decisions of the PSB. Typical subjects for the PSB meetings are project status and evolution, review of resource status, major changes in the work plan including budget redistribution, major changes in dissemination and exploitation strategy, and co-operation with third parties and related projects.

Table 3. Project Steering Board Members

Partner	Project Steering Board Member
UNINOVA	Sanaz Nikghadam Hojjati
IESE	Daniel Schneider
CNR	Eda Marchetti
UTC	Petrica Pop
GRAD	Lilian Adkinson
UMU	Antonio Fernando Skarmeta Gómez
RES	Enrico Schiavone

HS	Oliviu Matei
TT	Mohammed Abuteir
7B	Józefina Krasnodebska
IFEVS	Pietro Perlo

The **Technical Project Committee** (TPC) is led by the PC and Composed of the Work Package Leaders (WPLs), the Dissemination Leader (DL), and the Innovation Manager (IM). It is the highest operational body within the consortium for technical matters.

The **Innovation Manager** (IM) is responsible to coordinate and manage the innovation aspects of BIECO. This requires a close interlink between research and development activities with the project and understanding of both: the market, the (technical) problems to solve and the excellence the consortium of BIECO is providing with the focus on successfully making use of the creative ideas to respond to market opportunities (Process, products, etc.). **Oliviu Matei** from HS is BIECO´s Innovation Manager.

The **Dissemination Leader** (DL) is responsible to coordinate and manage the dissemination strategy for the scientific matters and making the best use of already ongoing initiatives on EU level such as the EU Cybersecurity Strategy and the European Agenda on Security. DL identifies results that should be disseminated and proposing them to the TPC for final approval. DL also identifies areas where it is necessary to protect the results; match these areas with the specific interests of the partner, and plans the dissemination results. **Petrica Pop** from UTC is BIECO´s Dissemination Leader.

The **Work Package Leaders** (WPLs) will coordinate and chair their own work package meetings. The WPLs deal with the technical development and overall coherence of the project output.

A detailed listing of the specific responsibilities is available in the Grant Agreement (GA), in particular in section 3.2.1.

2.3. Work Packages

The main characteristics of the Work Packages, in which the project is structured, WPLs and WP managers are the following:

Table 4. Overview of Work Packages with Respective Leader and Manager

WP	WP Name	WP Leader	WP Manager
WP1	Project Management	UNINOVA	José Barata
WP2	Architecture, Requirements, and Use Case Definition	UNINOVA	Ricardo Peres
WP3	Vulnerabilities Management	GRAD	Lilian Adkinson
WP4	Development of Resilient Systems	IESE	Emilia Cioroaica
WP5	Methods and Tools for Auditing Complex	CNR	Eda Marchetti
WP6	Risk Analysis and Mitigation Strategies	RES	Enrico Schiavone
WP7	Security and Privacy Claims	UMU	Sara Matheu
WP8	Integration, Pilots, and Validation	HS	Oliviu Matei
WP9	Dissemination Communication, and Exploitation	UTC	Ovidiu Cosma

3. Monitoring and Control Process

All reports (technical and financial reports, including financial statements) must be submitted in the language of the GA.

3.1. 6-Monthly Internal Reporting

Every 6-month (M6, M12, M18, M24, M30, M36) WPLs are asked to report the technical progress of their own WP to the PC and the Consortium.

They will need to provide the following information using the template available in Microsoft Teams Folder in the subfolder BIECO Teams-> General -> Files -> BIECO project quality manual-> BIECO Report Template [3].

- Work performed during the reporting period of reference and main results achieved.
- Status of each WP task, details on the work carried out by each beneficiary involved.
- Activities planned for the following reporting period-updated planning for the next period.
- Status of ongoing deliverables with delivery date in the following reporting period.
- Progress toward milestones planned for the following reporting period.
- Synergies with other activities and task within BIECO.

3.2. Periodic Financial Reporting

At the end of every financial period (M18, M36) the partners must provide a summary of the state of the practice of project expenditures using the template available in Microsoft Teams Folder in the subfolder BIECO Teams-> General -> Files -> BIECO project quality manual-> BIECO Report Template[4] . Three Months/weeks in advance, the PC will inform the WPLs to start collecting the needed information.

3.3. Progress Report to EC

Periodic progress report must be delivered to EC according to BIECO Grant Agreement (See. Art 20) at M18 (+2 months) and at M36 (+2 months).

The report includes a technical and financial report.

(a) The "**periodic technical report**" must include the following :
  (i) an **explanation of the work carried out** by the beneficiaries;
  (ii) an **overview of the progress** towards the objectives of the action, including milestones and deliverables identified in GA Annex 1. This report must include explanations justifying the differences between work expected to be carried out in accordance with Annex 1 and that actually carried out. The report must detail the exploitation and dissemination of the results and — if required in GA Annex

[3] Same URL as footnote 1
[4] Same URL as footnote 1

1 — an updated ‘**plan for the exploitation and dissemination of the results**’. The report must indicate the communication activities;

(iii) a **summary** for publication by the Commission;

(iv) the answers to the ‘**questionnaire**’, covering issues related to the action implementation and the economic and societal impact, notably in the context of the Horizon 2020 key performance indicators and the Horizon 2020 monitoring requirements.

(b) a ‘**periodic financial report**’ must include the following:

(i) an ‘**individual financial statement**’ (see. GA Annex 4) from each beneficiary and from each linked third party, for the reporting period concerned. The individual financial statement must detail the eligible costs (actual costs, unit costs and flat-rate costs; see GA Article 6) for each budget category, such as direct personnel cost, direct costs of subcontracting, other direct cost, and indirect costs (see GA Annex 2). Personnel costs include efforts of the personnel (staff and consultants), who have worked In the period in each WP with respective costs. Subcontracting costs includes all subcontracting costs occurred on the actions, which have been foreseen in the GA Annex 1. Other direct costs include travel, equipment, other goods and services per WP.

The beneficiaries and linked third parties must declare all eligible costs, even if — for actual costs, unit costs and flat-rate costs — they exceed the amounts indicated in the estimated budget (see GA Annex 2). Amounts which are not declared in the individual financial statement will not be taken into account by the Commission.

If an individual financial statement is not submitted for a reporting period, it may be included in the periodic financial report for the next reporting period.

The individual financial statements of the last reporting period must also detail the receipts of the action (see GA Article 5.3.3).

Each beneficiary and each linked third party must certify that:

- the information provided is full, reliable and true;
- the costs declared are eligible (see GA Article 6);
- the costs can be substantiated by adequate records and supporting documentation (see Article 18) that will be produced upon request (see GA Article 17) or in the context of checks, reviews, audits and investigations (see GA Article 22), and - for the last reporting period: that all the receipts have been declared (see GA Article 5.3.3);

(ii) an **explanation of the use of resources** and the information on subcontracting (see GA Article 13) and in-kind contributions provided by third parties (see GA Articles 11 and 12) from each beneficiary and from each linked third party, for the reporting period concerned;

(iii) a **‘periodic summary financial statement’**, created automatically by the electronic exchange system, consolidating the individual financial statements for the reporting period concerned and including — except for the last reporting period — the **request for interim payment**.

The report will be generated in collaboration with all partners, using as an input the internal technical reporting.

The contribution of the WPLs will encompass the overall reporting period, covering all activities carried out in the previous 18 months. Therefore, WP leaders will prepare and send to the coordinator internal technical report at M18 and M36.

Timeline for the preparation of the progress report to EC (with respect to the deadline of the periodic report in M18 and M36).

Table 5. Timeline for the Preparation of EC Interim Report

Timing	Action
1 month prior to the end of interim period	Coordinator sends reminder to WPL
15 days after end of interim period	WPL gathers input from Task leader
30 days after end of interim period	WPLs send draft report to coordinator
45 days after end of interim period	Final report is shared between the coordinator and the WPLs

4. Product of Deliverables

A total of 30 deliverables will need to be submitted to the EC in the course of BIECO. To ensure smooth and timely delivery of deliverables as well as homogeneous presentation, a set of guidelines for the preparation of deliverable is presented here.

4.1. Types and Confidentiality Level

In according with the GA the deliverables are classified according to the following types:

R	-Document, report
DEM	-Demonstrator, pilot, prototype
DEC	-Websites, patent fillings, videos, etc.
OTHER	
ETHICS	-Ethics requirement
ORDP	-Open Research Data Pilot
DATA	-Data sets, microdata, etc.

The confidentiality of deliverables and other documents, including presentations, is concerned, the following levels of security:

PU	-Public
CO	-Confidential, only for members of the consortium (including the Commission Services)
EU-RES	-Classified Information: RESTREINT UE (Commission Decision 2005/444/EC)
EU-CON	-Classified Information: CONFIDENTIEL UE (Commission Decision 2005/444/EC)
EU-SEC	-Classified Information: SECRET UE (Commission Decision 2005/444/EC)

4.2. Templates and Layout

The use of the deliverable template is mandatory for all project partners and all deliverable reports.

In the case of English, we write in British English (set Word spelling and grammar checker to this setting and not American English).

Each deliverable must be referenced by a unique document identifier to ensure effective version control. The nomenclature is defined as:

- **D** stands for the word “Deliverable”.
- **x** is a number representing the Work Package which the deliverable is linked to.
- **y** is a number of the deliverable within the Work Package which is linked to.
- **DD.MM.YYYY** represent the date.

- V stands for the word “Version”.
- V1 means this document is the first version to be submitted to the Participant Portal. In case of a resubmission, this will be V2, etc.
- z is a number that indicate the draft version of the deliverable.

e.g.:

working version: Dx.y_ DD.MM.YYYY _V1.z

final version: Dx.y_DD.MM.YYYY_V1.0

in case of a resubmission: Dx.y_ DD.MM.YYYY _V2.0

The project Deliverable Template is available in Microsoft Teams Folder in the subfolder BIECO Teams -> General -> Files -> BIECO project quality manual-> BIECO Deliverable Template[5] .

Official project deliverables should have a first page template according to the Deliverable Template. They should also use the page layout (headers / footers) suggested. Furthermore, they should comply with the following rules:

- Have a Title Page include Technical Reference of the deliverable;
- Have a Revision History Table;
- Have a List of Contributors;
- Have a Acknowledgement EU Funding;
- Have a list of abbreviations used within the deliverable;
- Have a Project Summary;
- Have logo of Project Partners;
- Have a Disclaimer;
- Have a Table of Contents;
- Have a List of Figures;
- Have a List of Tables;
- Start with Introduction section which is Include Purpose of the Document ;
- End the main part with a Conclusions section of around 1 page;
- Include a References section after the Conclusions section;
  - Keep each deliverable as long as necessary but as concise as possible;
  - Include any other important information in Annexes.
- In the case of Language, British English must be used;
- In the case of type and size of the normal text font of the document, Roboto ,11 ;
- In the case of type and size of the Heading 1 of the document, Roboto, Bold, 14 ;
- In the case of type and size of the Heading 2 of the document, Roboto, Bold, 12 ;
- In the case of type and size of the Heading 3 of the document, Roboto, Bold, 11 ;
- In the case of type and size of the Tables font of the document, Roboto ,10 ;
- In the case of type and size of the Footnotes font of the document, Roboto ,9 ;
- In the case of type and size of the Captions font of the document, Roboto ,Bold,9 ;
- In the case of line and paragraph spacing, 1.15 .

Before the project team starts preparing a specific deliverable, the structure and content are agreed upon with the Coordinator and the WPL based on a draft outline prepared by

[5] Same URL as footnote 1

the WPL. The WPL will prepare a checklist of issues crucial for the quality of the deliverable and agrees upon it with the corresponding Task Leaders and Deliverable Leaders. The Task Leaders proceeds with the quality assessment based on an agreed checklist.

4.3. Review Process

The process for the submission of the deliverables involves the communication between task and WP Leaders and the project coordinator.

The task leader will coordinate all inputs from the other partners involved, chooses at least one internal reviewer [Reviewer(s) from inside the responsible beneficiary for deliverable who was not involved in the creation of the deliverable] and one external reviewer[Reviewer(s) from outside the responsible beneficiary for deliverable], and prepare the draft deliverable. The draft document will be reviewed by the WPL, the internal and external reviewers for the assessment of the contents, technical consistency, and editorial and language aspect and submitted in due time to the Coordinator. Reviewers may apply the example Checklist for the Quality Assurance of Deliverable which is provided in the box bellow:

Checklist for the Quality Assurance of Deliverables

- **Synopsis**: Is the summary accurate and balanced? Is there a coherent story? Is it accessible and available to the non-technical reader?
- **Logical reasoning, analytical focus, hypotheses, conclusions, etc**. Is the report credible and professional in appearance? Is it clear what is empirical and what is our analysis? Were specialized concepts used only when absolutely necessary and were clearly defined? Were the limits of the research, in terms of scope, methods and conclusions, clearly shown? Are the conclusions and recommendations well researched and balanced?
- **Quantitative data**: Are quantitative data and their analysis presented effectively? Are the conclusions we draw warranted given the data? Note that we will always treat quantitative data so that they can withstand critical scrutiny?
- **Language**: Is the language grammatically correct? Is the report easy to read? Were all the acronyms explained? Is the language and terminology consistent? Has MS Word's spelling and grammar checking been used? In the case of English, we write in British English (set Word spelling and grammar checker to this setting and not American English).
- **Figure and table references**: Identified all figures and tables in the body? Noting that all figures and tables should be mentioned in the body and that they be referenced by number ("Figure 4", not "figure below"). We should (given the streamlining of work) further make use of Word's cross-reference, at least in exports with many illustrations, preferably also with regard to references to specific sections.
- **Appearance**: Is formatting made according to agreed template and consistent? Are figures and tables neat, easy to interpret and consistent appearance?
- **Resubmission**: Is the report responding to comments received after delivery of the inception report and draft final version?

The Coordinator will check the compliance of the draft deliverable with the objectives of the project. In any case the partner in charge for the release of the deliverable is the first responsible for the technical consistency of the same deliverable, having the duty to report in due time to the WPL and the Coordinator over possible criticalities during the implementation.

The Coordinator will do the final check and if there are no critical changes to be done, submit the deliverable (uploading in the Participant Portal).

4.4. Timeline

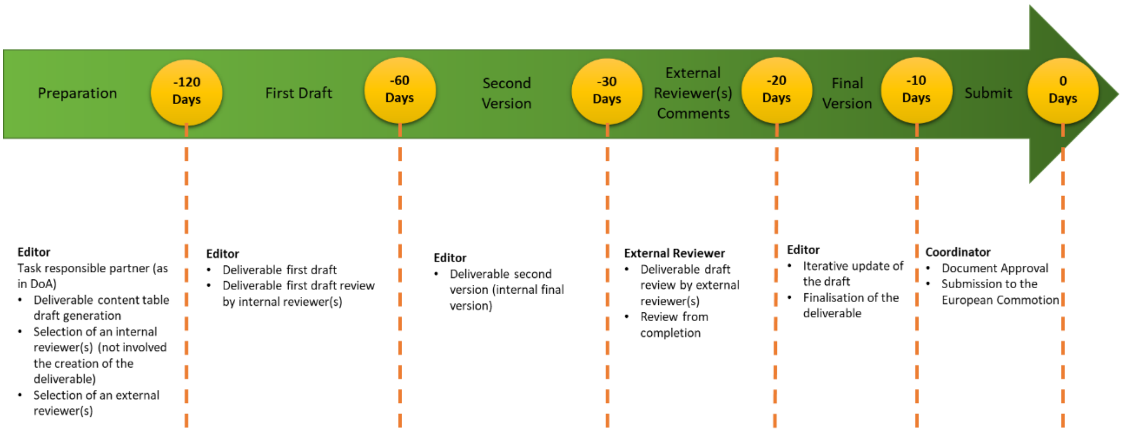

Figure 2. Timeline- Quality Assurance Process for Deliverables and Milestones

4.5. Deliverables

The following key Deliverables and Processes will be reviewed for satisfactory quality level. Table 7 shows the main milestones of the project:

Table 6.Project Milestones

MS. No.	MS. Name	Related WPs	Lead	Due date	Means of verification
MS1	Scenario and Requirements	WP2	IFEVS	M3	Scenario and Requirements- Post of information on the website
MS2	BIECO Website and internal communication platform	WP9	UTC	M3	BIECO website and internal communication platform-the website will be made public. A communication platform (wiki and SVN repository) will be created.
MS3	First BIECO architecture	WP2, WP4, WP5, WP6, WP7	UNI	M6	First agile cycle (Release 1) executed generating a first version of the requirements and a first version of the architecture.
MS4	First BIECO artefacts	WP2, WP3 WP4, WP5, WP6, WP7	IESE	M12	Second agile cycle (Release2) executed generating initial software artefacts of BIECO based on the above mentioned architecture. First version of the BIECO

					framework ready and validated through experimental proofs of concept.
MS5	Intermediate workshop	WP2, WP3 WP4, WP5, WP6, WP7, WP8	HS	M12	The program will be posted on BIECO website
MS6	Periodic report 1 and improved BIECO framework	WP2, WP3, WP4, WP5, WP6,WP7, WP8	HS	M20	Mature implementation of BIECO framework (Release 3) validated through the test integration strategy and use cases.
MS7	Mature BIECO framework	WP2, WP3,WP4, WP5,WP6, WP7,WP8	IESE	M24	Mature implementation of BIECO framework (Release 4) validated through the test integration strategy and use cases
MS8	Final Workshop	WP2, WP3 WP4, WP5, WP6, WP7, WP8	HS	M30	Program will be posted on BIECO website.
MS9	Final Report and BIECO Framework	WP1,WP8, WP9	UNI	M36	Report and fully qualified BIECO framework validated through use case, as specified in WP8, and providing the appropriate exploitation plans, as specified in WP9

*Due Date: month is which the deliverable will be available, understanding that the deadline for submission is the last day of the month indicated.

Table 8 shows the main deliverables of the project, in the order of the due date.

Table 7. Project Deliverables

D. No	Deliverable name	WP No.	Lead	Type	Dissem level	Date
D1.2	Project Quality manual	1	UNI	R	P	M4
D2.1	Project Requirements	2	IFEVS	R	P	M4
D1.3	Data Management Plan	1	UNI	ORDP	P	M6
D2.3	Architecture	2	UNI	R	P	M6
D3.1	Report on the state of the art of vulnerability management.	3	GRAD	R	P	M6
D9.1	Dissemination strategy- initial Version	9	UTC	R	P	M6
D6.1	Blockly4SoS model and simulator.	6	RES	R	P	M10
D2.2	Use Case Definition	2	RES	R	CO	M12
D3.2	Dataset with software vulnerabilities	3	UTC	OTHER	CO	M12
D5.1	Definition of the simulation model and monitoring methodologies	5	CNR	R	CO	M12
D6.2	Blockly4SoS user guide.	6	RES	R	P	M12
D7.1	Report on the identified security and privacy metrics and security claims to evaluate the security of a system.	7	UMU	R	P	M12
D8.1	BIECO verification and testing strategy	8	HS	R	P	M12
D6.4	Mitigations identification and their design	6	IESE	R	P	M16

D1.1	Reporting towards the EU	1	UNI	R	CO	M18
D1.5	Risk analysis	1	IFEVS	R	CO	M18
D2.4	Architecture Update (Final)	2	UNI	R	P	M18
D3.3	Report of the tools for vulnerability detection and forecasting	3	GRAD	R	P	M18
D7.2	Security certification methodology definition	7	UMU	R	P	M18
D9.2	Dissemination Strategy -Updated Version	9	UTC	R	P	M18
D9.4	Exploitation Strategy and Planning Including IP	9	UTC	R	CO	M18
D8.2	BIECO Assessment methodology	8	UNI	R	P	M20
D3.4	Report of the tools for vulnerabilities propagation	3	GRAD	R	P	M21
D4.2	Report on methods and tools for the failure prediction	4	IESE	R	CO	M24
D5.2	First prototype of the simulation environment and monitoring Solutions.	5	CNR	R	P	M24
D6.3	Risk Assessment and additional requirements.	6	7B	R	P	M24
D7.3	Security certification methodology development	7	UMU	R	P	M24
D1.6	Risk analysis final report	1	IFEVS	R	CO	M30
D3.5	Updated report of the tools for vulnerability detection and forecasting	3	GRAD	R	P	M30
D3.6	Updated report of the tools for vulnerabilities propagation	3	GRAD	R	P	M30
D4.1	Report on Self-checking of vulnerabilities and failure	4	RES	R	CO	M30
D4.3	Report on Method development for resilient systems	4	IESE	R	CO	M30
D5.3	Final prototype of the simulation environment and monitoring tools.	5	IESE	R	P	M30
D1.4	Update of Data Management Plan	1	UNI	R	P	M32
D1.7	Reporting toward the Eu-Final Version	1	UNI	R	CO	M36
D8.3	BIECO Assessment report	8	UNI	R	P	M36
D9.3	Dissemination strategy-Final Report	9	UTC	R	P	M36
D9.5	Exploitation Strategy and Planning Including IP-Final Report	9	UTC	R	CO	M36

5. External Communication

The communication and dissemination as primarily managed within WP9- Reaching and engaging stakeholders.

5.1. Use of Project Logo

The BIECO project´s Logo (Figure 3) is to be used for all printed collateral including all printed publications, advertising, billboards, posters, and flyers. This logo will be used for all screen work, including websites, banners, and presentations.

Figure 3. BIECO Project´s Logo

The project logo and Brand Book are available in Microsoft Teams Folder in the subfolder BIECO Teams-> General -> Files -> BIECO project quality manual-> BIECO Logo and Images /BIECO Brand Book[6].

5.2. Use of Templates

The power point template to be used for the all official project presentation is available in Microsoft Teams Folder in the subfolder BIECO Teams-> General -> Files -> BIECO project quality manual-> BIECO PPT Template[7].

For the project deliverable template, see section 4.2.

5.3. H2020 Roles for Dissemination

5.3.1. Acknowledgement EU Funding

All partners should indicate at all times that the project received funding from the European Union by including the following statement together with a high-resolution EU Flag, which should be given appropriate prominence when displayed with project logo or any other logos.

The following sentences may be used:

Promotional material and publicity:

[6] Same URL as footnote 1
[7] Same URL as footnote 1

"This project has received funding from the European Union´s Horizon 2020 Research and Innovation Programme under Grand agreement No. 952702"

Example:

This project has received funding from the European Union´s Horizon 2020 Research and Innovation Programme under Grand agreement No. 952702.

Results:

"**The research leading to these results/this publication has received funding from the European Union´s Horizon 2020 Research and Innovation Programme under Grand Agreement 952702**"

5.3.2. Disclaimer Excluding Agency Responsibility

Any dissemination of results must indicate that it reflects only the author´s view and that the Agency and EC is not responsible for any use that may be made of the information it contains b including the following disclaimer:

"**This paper/ presentation/ article/ publication/ website reflects only the author´s view and the European Commission is not responsible for any use that may be made of the information it contains.**"

5.4. Procedures for Communication, Publication and Dissemination for Project Results

Communication Activities:

Each Partner wishing to undertake any formal project-relevant communication activities and initiative related to the project should inform both the Coordinator and WP9 Leader. The content and the overall message of the communication activities should be agreed with the Coordinator while the WP9 Leader should be consulted on the visual identity of the project (Logo, Communication style). All communication activities should be reported at latest at the time of the periodic report(M18 and M36)..

Dissemination and Publication of Project Results:

Before the dissemination and publication of the project results, the Partner(the partner who wrote the publication) should give the Coordinator and the other project Partners at least 45-calendar-day-notice. The other parties then have 30 calendar-days to object the dissemination/publication and request necessary modifications. If no partner objects within the period above, the dissemination/publication of results is permitted.

The following are considered dissemination and publication activities:

- BIECO´s Identifying Logo
- BIECO´s Brand book
- BIECO´s Leaflet
- BIECO´s Poster
- BIECO´s Web Site
- BIECO´S Email
- BIECO in Twitter
- BIECO in Facebook
- BIECO in LinkedIn
- BIECO in YouTube
- BIECO in Instagram
- BIECO´s Promotion Video
- BIECO´s Electronic Newsletter
- BIECO´s Press Release
- BIECO´S Dissemination Templates
- BIECO´s Meeting of the Consortium
- Scientific Articles in Journals and Conferences
- Article is Journals and Magazines
- Academic Conferences
- Events at National/International Level
- Public Workshops
- Concertation activities with other EU-Funded project
- Clustering Activities
- Sharing results Activities
- Training Activities
- Publication of Deliverables
- Publication of RTD Results
- Transferring Knowledge
- Project Liaisons
- Networking
- Public Industry Demos
- Etc.

The project Exploitation and Dissemination Activity Report Template is available in Microsoft Teams Folder in the subfolder BIECO Teams -> General -> Files -> BIECO project quality manual-> BIECO Exploitation and Dissemination Activity Report Template[8] .

5.5. Use and Recommendation for Social Media Activities

The project use the following social media channels:

Twitter: https://twitter.com/bieco_org

LinkedIn: https://www.linkedin.com/in/bieco-org-2b95b21b9/

YouTube: https://www.youtube.com/channel/UCOGLSolYkclchpiG2XAzZYg/

[8] Same URL as footnote 1

Facebook : https://www.facebook.com/bieco.org/

Instagram: https://www.instagram.com/bieco_org/

Any content to be shred using social media should be send to WP9 Leader **Petrica Pop** from UTC using the following email address: petrica.pop@cunbm.utcluj.ro

When mentioning BIECO using on Twitter, Partners are asked to use **@EUBIECO** .

6. Internal Communication

Daily communication of all project related issues will be done via email/phone/Microsoft team/Zoom/Skype. Important communication should be traced via mail.

A mailing list including all participants was created: everyone@bieco.org . This email is SPAM-free and can only be used by the partners who are in the mailing list. The mailing list will be maintained by the WP9 Leader. Any changes if people need to be added or taken off this list, need to be communicated to petrica.pop@cunbm.utcluj.ro .

Also a mailing list for each Work Package, each partner was created which is presented in the table 9.

Table 8. Mailing List for All WPs, Each Partner, and All BIECO Participants

Participants	Mailing List
All BIECO Participants	everyone@bieco.org
WP1	wp1@bieco.org
WP2	wp2@bieco.org
WP3	wp3@bieco.org
WP4	wp4@bieco.org
WP5	wp5@bieco.org
WP6	wp6@bieco.org
WP7	wp7@bieco.org
WP8	wp8@bieco.org
WP9	wp9@bieco.org
UNINOVA	uninova@bieco.org
IESE	iese@bieco.org
CNR	cnr@bieco.org
UTC	utc@bieco.org
GRAD	grad@bieco.org
UMU	unu@bieco.org
RES	res@bieco.org
HS	hs@bieco.org
TT	tt@bieco.org
7B	7b@bieco.org
IFEVS	ifevs@bieco.org

6.1. Types of Meetings and Relevant Procedures

6.1.1. Virtual Meetings

The virtual meetings of the project will be held via “**Microsoft Team**” , “**Zoom**”, “**Google Meet**”, and “**Skype**”.

The PC, and WPLs, an all participants of BIECO own and account in these platforms which allow them to hold their meetings on these platforms according to the circumstances. The organizer of the virtual meeting is responsible for preparing the project agenda, platform preparation and taking meeting minutes and sharing them with the relevant participants/project bodies. Meetings should be anyway announced in due time (e.g. 15 days in advance) to allow the participation to all the requested parties.

The Coordinator should be invited to all virtual meetings that are not official meeting of the project management bodies, in order to assure this email of coordinator is in the all WPs mailing lists . In case the virtual meeting is organized by a Task Leader, the WPL should be invited as well. The meeting minutes should include the list of participants and be stored in the Microsoft Teams.

Due to Covid-19 pandemic, prioritizing virtual meetings to face to face meeting, are strongly recommended.

6.1.2. Face to Face Meetings

A good, regular and frequent communication within the project has to be established. Main formal occasions for project control will be the Project Steering Board (PSB) Meeting, scheduled both regularly and for special purposes.

It is envisaged that updates on the overall evolution and specific strategic actions will be provided on a monthly based(in TPC monthly meetings), through virtual meetings. Regular physical meeting of the PSB will take place on a bi-yearly basis and will be combined. The meeting will include the Kick-off, Mid-Term, and Final Meetings.

The organizer of the face-to-face meeting is responsible for the logistical organization of the meeting and preparation of the meeting agenda together with the Coordinator. Unless required for fully justified situation, the date of following TSB meetings should be already set during the previous meeting.

Right after each single TSB meetings the Coordinator will administer via Microsoft Teams to all the partners a Quality Evaluation Questionnaire to be completed within few days. The summary of the results will be then included into the meeting minutes.

The organizer of the face-to-face meeting is responsible for taking the meeting minutes and sharing them with all the relevant participants and project bodies, within 10 calendar days of the meeting the organizer sends the draft to all members. The minutes are accepted if within 15 calendar days for sending no member has sent an objection in writing. The organizer sends the final minutes to the all member and the PC for safeguarding and also will store the minutes in the Microsoft Teams.

Due to Covid-19 pandemic, prioritizing virtual meetings to face to face meeting, are strongly recommended.

6.1.3. Meetings Timetable

Table 9. Meetings Timetable

Meeting	Time	Type
Project Steering Board (PSB)	Bi-Yearly	Face-to-Face
Technical Project Committee (TPC)	Monthly	Virtual
Work Package	Decided by WPLs	Virtual

6.2. Meeting Minutes Templates

The template for the meeting minutes is available in Microsoft Teams Folder in the subfolder BIECO Teams-> General -> Files -> BIECO project quality manual-> BIECO Meetings Minutes Template [9].

The physical meeting minutes should include a list of partners for every day of meeting with the signatures of all those present at the meeting. The list of participants and the signatures are the responsibility of the organizer of the face-to-face meeting. A copy of the list of participants should be sent to the Coordinator after the meeting.

All the PPT presentations and documents presented or prepared during the meeting constitute an integral part of the same minutes.

The meeting minutes should also include a list of Meeting Action Points Listing the: a) action; b) concerned WPs; c) partner/person in charge; and d) deadlines.

Informal minutes are mandatory also for virtual meetings and they can be organized in structural way.

6.3. Online Repository

The project webpage will have a restricted area that will be used for storing and sharing of project documents (official documents, templates, deliverables, and documents related to each of the WPs). Its is also a working area for all the project related documents.

We have selected Microsoft Teams to achieve all documents and data within the BIECO community. This does not prevent to use the institutional repositories or other repositories. Microsoft Teams allow us to gather all the outputs of the project within the same place and have major impact by managing them through the BIECO community. Across to the restricted area will be available only to registered member of the project consortium and EC reviewers.

6.4. Microsoft Teams

As mentioned in previous sections, Microsoft Teams would be the platform for the internal sharing of information within the consortium and archive all documents and data within the BIECO community. Microsoft Teams is a proprietary business communication platform developed by Microsoft, as part of the Microsoft 365 family of products. It is integrated with Microsoft's online office suite Office 365, which means it is tied to other Microsoft Office services, such as Word and Excel, as well as its cloud storage and sharing services such as SharePoint. PowerPoint, OneNote, Planner, Power BI and Delve are also integrated with Teams. Consequently, any documents, spreadsheets, presentations and the like that are shared within a Team are synced with a copy stored in Microsoft's OneDrive cloud storage and a local SharePoint environment, so every Team member always has access to the latest version. Collaborative editing of this shared content is also possible, with each user's changes reflected in the Office software in real time. Microsoft Teams is designed to meet the same security and data protection

[9] Same URL as footnote 1

standards as Office 365 and Office 365 Tier C compliant. The service enforces two-factor authentication, single sign-on through Active Directory and encryption of data in transit and at rest.