PiQASO Deliverable 1.1

Grant Agreement	101190366
Project Title	DIGITAL-ECCC-2024-DEPLOY-CYBER-06
Project acronym	PiQASO
Project Start Date	01 January 2025
Number of Deliverable	D1.1
Report Title	Project Handbook
Related Work Package	WP1
Related Task	T1.1
Lead Organisation	UBITECH
Submission Date	31 March, 2025
Last Change Date	31 March, 2025
Dissemination Level	Public

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1 Abstract

The specific deliverable entitled “Project Management Plan” defines the processes and mechanisms to be utilized and followed during the lifecycle of the PiQASO project to ensure the successful execution of its tasks and the achievement of its objectives. Its purpose is to identify the processes and supportive documentation required to ensure the high quality of PiQASO deliverables and project management activities.

In the PiQASO project, adhering to the project management procedures is the responsibility of the Project Coordinator, Work Package leaders, and Task leaders. Effective channels of internal communication have been established since M1 to exchange all necessary information for project implementation among participants. Methods for remotely conveying information for PiQASO include email communication through dedicated mailing lists, teleconferencing facilities, and an internal collaboration space for document management and task management activities. A tentative schedule of project meetings for the entire implementation of the PiQASO project has been prepared.

The implementation aspects regarding co-creation and consultation mechanisms, official and internal reporting procedures, decision-making, and conflict resolution processes to be applied during the PiQASO implementation have been defined in detail. Document control aspects, including documentation requirements, templates, naming conventions, and versioning, have also been specified and agreed upon.

Additionally, quality assurance of results is emphasized through audit control mechanisms internal to the consortium for the deliverables, along with appropriate corrective actions. A specific quality procedure is followed during the preparation of all deliverables. To streamline the internal review process, reviewers - please note that both the Project Coordinator and the Technical Coordinator will review all deliverables to ensure comprehensive oversight and quality - have already been assigned for each deliverable to ensure early planning and efficient effort allocation.

Authoring & approval

Author(s) of the document

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Document history

Version	Date	Contributor/Organisation	Additional information
0.1	20/03/2025	UBITECH	First draft of the deliverable. All contents filled. Some tables to be added.
1	31/03/2025	UBITECH	Final deliverable based on reviewers' input

PiQASO

Post-Quantum Cryptography As-a-Service for Common Transmission Systems and Infrastructures

The project funded under Grant Agreement No. 101190366 is supported by the European Cybersecurity Competence Centre

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List of acronyms

Acronym	Description
PC	Project Coordinator
TC	Technical Coordinator
GA	Grant Agreement
CA	Consortium Agreement
GA	General Assembly
DIM	Demonstration and Innovation Manager
DEM	Dissemination and Exploitation Manager
WPL	Work Package Leader
TS	Task Leader
PMB	Project Management Board
EC	European Commission

2 Introduction

The deliverable entitled "Project Handbook" is a comprehensive document that outlines the processes and mechanisms to be employed throughout the lifecycle of the PiQASO project. This plan is designed to ensure the successful execution of project tasks and the achievement of project objectives by detailing the necessary procedures and supportive documentation required for high-quality deliverables and effective project management.

The scope of this deliverable includes defining the contractual framework and management structure, reporting procedures, and payment arrangements, establishing communication protocols among partners, and detailing the processes for deliverable submission and quality management. Additionally, it encompasses the risk management plan, the management of knowledge and intellectual property, and various annexes to support these sections.

The structure of the Project Handbook is as follows:

1. Contractual Framework & Management Structure: This section outlines the legal and organizational framework guiding the project, including roles, responsibilities, and governance mechanisms.
2. Reporting Procedure and Payment Arrangements: This section details the procedures for progress reporting, financial management, and payment schedules.
3. Communication among Partners: This section describes the channels and methods for effective internal communication to ensure seamless information flow among project participants.
4. Deliverable Submission and Quality Management: This section specifies the processes for submitting project deliverables and the quality assurance measures to maintain high standards.
5. Risk Management Plan: This section identifies potential project risks and outlines mitigation strategies to manage these risks effectively.
6. Management of Knowledge and Intellectual Property: This section addresses the strategies for managing project knowledge and intellectual property rights.

Additionally, the annexes provide supplementary information and templates to support the main sections of the document.

By following the guidelines and procedures outlined in this plan, the PiQASO project aims to achieve its objectives with a high degree of efficiency, quality, and collaboration among all participants.

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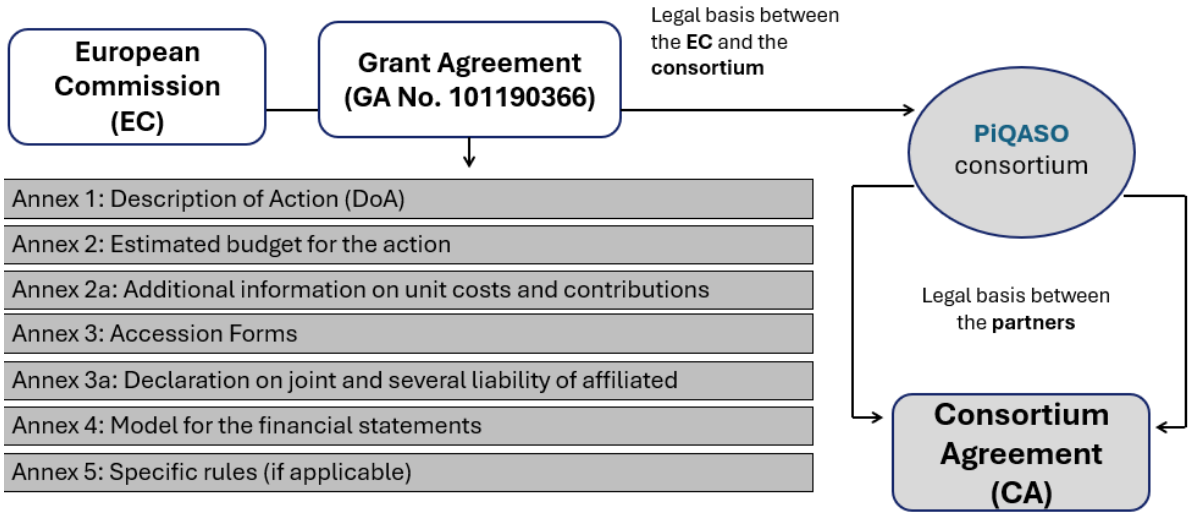
3 Contractual framework & management structure

3.1 Contractual framework

The contractual framework of the PiQASO project is structured around two key documents: the Grant Agreement (GA) and the Consortium Agreement (CA). The Grant Agreement, established between the project consortium and the European Commission, outlines the funding conditions, project objectives, deliverables, timelines, and compliance requirements necessary for the project's successful execution. Complementing this, the Consortium Agreement, signed by all project partners, governs the internal workings of the consortium. It details the roles and responsibilities of each partner, the decision-making processes, intellectual property rights, conflict resolution mechanisms, and the management of project resources. Together, the GA and CA ensure a clear, comprehensive, and legally binding framework that supports effective project management, collaboration, and achievement of the PiQASO project goals

Figure 1 PiQASO Contractual Framework



3.2 Management Structure

The project management of PiQASO aims to:

- Ensure the timely and high-quality achievement of PiQASO results, taking appropriate corrective action when necessary.
- Provide decision-making, quality control, and conflict resolution mechanisms to support the implementation and evolution of PiQASO.
- Offer timely and efficient legal, contractual, financial, and administrative coordination of the project.
- Coordinate knowledge management and other innovation-related activities at the consortium level.
- Support the preparation for exploitation and dissemination of the results.

The project structure is designed to address key management aspects, including decision-making, intellectual property rights (IPR) policy, technical and administrative management, advisory functions, and assessment. Overall project management will be facilitated through a consistent and formal approach. Reporting lines and decision-making procedures are described in detail in the following sections.

The primary aim of this management structure is to effectively meet the needs of an Innovation Action while remaining unobtrusive and cost-effective. The project management structure is based on a shallow management hierarchy, with transparency in information flow to empower and motivate the team. This approach ensures that the team can efficiently respond to the demands of new product development and large-scale demonstrations. The following figure illustrates the shallow management hierarchy, highlighting the streamlined and transparent nature of the information flow.

3.2.1 Main Roles

The successful execution of the PiQASO project hinges on the collaborative efforts of a dedicated team, each member fulfilling a specific role crucial to achieving our objectives. This section introduces the main roles within the project, outlining their responsibilities and contributions:

- **Project Coordinator (PC) / UBITECH:** The Project Coordinator (PC) oversees the overall management of PiQASO, ensuring alignment of all activities with project goals and timelines. This pivotal role involves coordinating partners' efforts, managing resources, and acting as the primary contact point and formal communicator with the European Commission (EC). Responsible for administrative and financial project management, the PC plans and executes project activities in accordance with the
- Description of Action (DoA) and Consortium Agreement. Key responsibilities include reporting project progress and changes to the EC, as well as receiving feedback on research results from each work package. Additionally, the PC ensures that work packages achieve expected outcomes and project milestones are met. This involves close collaboration with Work Package (WP) leaders to ensure timely delivery of intended deliverables to the EC and project reviewers. The PC also convenes and chairs technical meetings of the Project Steering Committee, mediates conflicts, applies contingency measures for non-performance issues, and ensures compliance with the Consortium Agreement and Intellectual Property Rights regulations.
- **Technical Coordinator (TC)/ TAU:** The Technical Coordinator is responsible for the technical aspects of the project, including the development and integration of technologies. This role ensures that technical milestones are met and that the project's innovations align with the highest standards.
- **Demonstration Manager (DeM)/ NCIS**: The Demonstration Manager leads the efforts in showcasing the project's developments and fostering innovative solutions. This role involves coordinating demonstration activities, managing pilot projects, and ensuring that innovations are effectively implemented and validated.
- **Dissemination Manager (DiM)/ PLUR**: The Dissemination and Exploitation Manager is tasked with promoting the project's findings and facilitating their uptake. This role includes developing and executing dissemination strategies, engaging with

stakeholders, and ensuring that the project's outcomes are effectively communicated and utilized.

- **Exploitation Manager (EM)/ UNIS:** Overseeing the exploitation activities, taking actions for maximizing the project's impact, identifying viable routes for commercializing the project's results
- **WP leaders (WPL)/ TAU, UBI, NCIS, K3Y, PLURIBUS:** WPLs are responsible for activities and objectives specified in the Work Packages of the project plan, as well as for carrying out the respective deliverables with high quality and on time and ensuring no delays in the accomplishment of the tasks. WPLs will coordinate the activities within the WPs. Within each work package the Task leaders (TL) will be the direct responsible for the day-to-day work needed to carry out the tasks related to their specific activity. Their coordination work is not subject to any additional administrative or reporting burden; instead, they will act as team leaders of all the individuals from the different partners involved in a specific task.

Each one of these roles plays a vital part in the PiQASO project, ensuring that we achieve our goals through coordinated, high-quality efforts.

Role	Partner	Representative
Project Coordinator (PC)	UBITECH	Savvoula OIKONOMOU
Technical Coordinator (TC)	TAU	Antonis MIHALAS
Demonstration Manager (DeM)	NCIS	Georgios LALAS
Dissemination Manager (DiM)	PLURIBUS	Nicola MARCIALIS
Exploitation Manager (EM)	UNIS	Angeliki BROUKOU

Table 1 Main Roles in PiQASO

3.2.2 Project Bodies

The PiQASO project is structured around key project bodies that ensure effective decision-making, coordination, and execution of project activities. This section introduces these project bodies, detailing their composition and primary responsibilities:

General Assembly (GA): The General Assembly is the highest-level decision-making body within the PiQASO project, composed of one representative from each project partner. The GA holds overall responsibility for all technical, financial, legal, administrative, ethical, IP management, and dissemination issues of the project. The GA will meet every six months to provide quick and efficient response to the events that will arise during the project. The purpose of the meetings is to discuss in detail the project's progress and to decide on and evaluate project general technical directions on a regular basis. For this purpose, GA will receive reports from each WP Leader and each Task leader. GA will decide whether the progress in each WP is acceptable, and

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if necessary, amendments in the work plan, shift resources or initiate contingency actions. GA will further discuss and decide on the project finances, issues of intellectual property rights, and major disputes. Reasons for any deviations from the project plan will be identified and the necessary corrective actions will be agreed by the GA. In cases where the Project Coordinator feels the need to discuss urgent matters with the whole GA, apart from the regular meetings (2 times per year), she/he will convene an additional meeting of the GA. Each member of the GA has one vote, which may be made by a proxy, if necessary. Preferably, GA's decisions are taken by consensus. If this turns out not feasible, decisions will be taken by majority vote with the GA retaining the casting vote. The full list of the matters handled by the GA and the detailed procedures for decision-making and voting are set out in the Consortium Agreement. For the GA to deliberate and decide validly in meetings, at least two-thirds (2/3) of its members must be present or represented. This body ensures that all major project decisions are made collectively and with broad consensus. The GA will convene every 6 months: either as part of the online monthly meeting, or as part of a physical Plenary meeting.

Project Management Board (PMB): The Project Management Board is composed of all WPLs, the PC, and the TC. The PMB is responsible for overseeing the activities and objectives specified in the project plan's Work Packages, in collaboration with the GA. This body ensures that the project stays on track, meeting its milestones and objectives through coordinated efforts among the work packages. The PMB will convene once a month to discuss the progress of the individual WPs. Within each work package the TLs will be the direct responsible for the day-to-day work needed to carry out the tasks related to their specific activity. Their coordination work is not subject to any additional administrative or reporting burden; instead, they will act as team leaders of all the individuals from the different partners involved in a specific task.

At the table below, we are presenting the GA members of PiQASO. The composition of the GA is subject to changes based on the partners' internal management.

Partner	Representative
UBITECH	Savvoula OIKONOMOU
	Maria POULIMENOU
QUBITECH	Stelios KAZAZIS
TAU	Antonis MIHALAS
NCIS	George LALAS
PLUR	Nicola MARCIALIS

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UNIS	Angeliki BROUKOU
UNIS GR	George KOUKOULAS
K3Y	Panagiotis Radoglou-Grammatikis
UniBwM	Mark Manulis
RAL	Romain Muguet
BYTE	Spyros Kollias
ABI	Katiuscia ZEDDA
PAL	Francesco Ferro
CXB	Martí Fabregat Pous
MOH	Fani Panagopoulou
MORE	Vangelis Karvelas
CERTH	Dimosthenis Ioannidis
TELLU	Arnor Solberg
PARTICLE	Marco Manso
BIBA	Konstantin Klein
NEDHO	Obae Adrian
DPG	Ioannis Troianos
ACCELI	Dimitris Pericleous
FGC	Josep Carles Terés Casals
STROWL	Savvas Argyropoulos

Table 2 Project's General Assembly Members

These project bodies are essential for the structured and efficient management of the PiQASO project.

3.3 Governance and Operational Framework

3.3.1 Decision Making

Decisions regarding the project implementation will normally be taken by the team members upon reaching a consensus with the WP leaders. Typically, agreement will be reached first by informal contact, followed by official confirmation via electronic mail, letter or agreed written minutes. In case there is a dispute between two or more team members, a conflict resolution procedure must be followed, as presented in the specific document.

For important issues, the agreement may take the form of a short report that needs to be signed by the GA. Non-technical factors such as resource allocation and contractual terms will also need to be agreed on and documented in writing.

The key driver for the decision-making procedures is the description of work to be performed as stated in the Grant Agreement, the Consortium Agreement, the DoA and the Quality Plan, and as regularly communicated within the consortium. Transparency of the implementation decisions and actions will be achieved by adequate communication of the emerging issues on project meetings and e-mail communications.

3.3.2 Conflict Resolution

Generally, technical issues or conflicts within the contractual commitments that do not involve any contract, budget, resource allocation or overall project focus changes will be discussed at work package level first.

If the decision reached between team members is unacceptable by other partners, the conflict will be resolved according to a conflict resolution procedure which can be summarized in the next steps:

1. The team members involved in the implementation of the work package will inform the WP leader of the emerging conflict.
2. The WP leader will decide whether the issue needs to be discussed in a teleconference or a dedicated WP Meeting. The WP Leader will inform the PC of the planned actions.
3. The result of the teleconference or the meeting will be communicated to the PC.
4. If no consensus has been reached so far, the PC will contact the responsible persons and will try to resolve the conflict.
5. In case that the disagreement remains, the issue will be escalated in the General Assembly. The decision that will be taken at this level will be considered as the final resolution of the issue.

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4 Reporting Procedure and Payment Arrangements

The project reporting is the procedure used by the EC to assess and follow up on the financed projects. Therefore, it is of utmost importance, as it conditions in a very direct way the good image and good assessment of the project by the EC. It is important to remark that the project reporting is the responsibility of the whole Consortium, and every partner must be actively involved in it. The Project Coordinator is responsible for periodically gathering the information and reports from the different partners and consolidating it before sending it to the EC.

There are two types of reporting documents including technical and financial information: The Project Periodic Report and the Internal Activity Report. The Project Periodic Report refers to the official report that must be submitted to the EC according to the EC guidelines and templates. The Internal Activity Report refers to internal documents that will be used as control measures to effectively monitor the technical and economic progress of the PiQASO project. The Internal Activity Reports will also feed the official reports.

4.1 Reporting Procedures

4.1.1 Internal Activity Report

PiQASO Internal Activity Reports must be prepared by consortium partners and provided to the project coordinator two times per year (every six months). An Internal Activity Report shall contain:

a) Technical Information about the WP progress as provided by the respective WP leaders,
b) Effort Information as all partners will be requested to provide a breakdown of the effort spent in the related semester, per WP in comparison to the planned effort.

The procedure to be followed is:

- A week before the end of the semester period, the Project Coordinator will send to the consortium an email with instructions and the template to be filled in.
- Each Partner must fill in:
    a. Short description of work done (per WP and Task),
    b. achievements and results,
    c. problems occurred,
    d. Brief overview of planned activities for upcoming semester
    e. Overview of dissemination/exploitation/cooperation/standardisation activities
    f. An estimation of resources spent (PMs) per WP in the respective reporting semester against the actual total PMs per WP
- The partners send their report to the Project Coordinator; this has to happen 20 days after the closure of the semester.

Finally, the Project Coordinator consolidates the Internal Activity of each semester.

4.1.2 Project Periodic Reports

During the PiQASO project, two (2) official Project Periodic Reports must be submitted to the EC by the Project Coordinator, covering the periods **RP1 (from Month 1 to Month 18**), and **RP2 (from Month 19 to Month 36**). The reports shall be submitted to the EC for each reporting period within 60 days after the end of the period under assessment. The delay in the submission of these reports may cause the postponement of part of the next payment to be received by the partner until the next reporting period. The Project Coordinator oversees preparing specific reports based on the information provided through Internal Activity Reports.

The Periodic reports consist of 2 parts, the technical report and the financial statement of each partner.

The Project Coordinator oversees preparing the technical reports based on the information provided through Internal Activity Reports and additional information collected from the WP Leaders.

The financial status of the project and costs incurred during the period must be communicated to the EC through meticulously prepared Financial Statements (FS) to justify the incurred costs and expenses and qualify for the next/final payment. Each consortium partner must upload financial information to the EC participant portal (ECAS) based on cumulative information obtained from the Interim Activity Report.

The procedure to be followed is:

- The Project Coordinator will ask the partners to generate their individual Financial Statements in the EC Participant Portal to officially declare the costs incurred for the reference period.
- Each partner will complete the financial statements with the costs incurred during the reference period.
- Each partner will submit and digitally sign the Financial Statement. This signature will be done by the Project Financial Signatory appointed; and
- The PC will include the FS or each partner in the submission of the Periodic report to the EC;

4.2 Payment Schedule

The payment schedule, which includes the transfer of pre-financing, interim and final payments to beneficiaries, will be handled according to the payment schedule of the Consortium Agreement.

Given that the amount of the pre-financing payment will be **5,278,096.00 €,** this will be paid to Parties after receipt from the Funding Authority without undue delay and in conformity with the provisions of the Grant Agreement. Costs accepted by the Funding Authority will be paid to the Party concerned.

For the payment of the balance (final payment); the provisions of the Grant Agreement will be followed.

Costs accepted by the Funding Authority, pertaining to interim and final payments, will be paid to Parties after receipt from the Funding Authority within 30 days and in conformity with the provisions of the Grant Agreement.

Payments shall be made following confirmation of each Party's bank account details, and after the signature of both CA and Financial identification form by the partners.

The Coordinator is entitled to withhold any payments due to a Party identified by a responsible Consortium Body to be in breach of its obligations under this CA or the GA or to a Beneficiary which has not yet signed this CA.

The Coordinator is entitled to recover any payments already paid to a Defaulting Party. The Coordinator is equally entitled to withhold payments to a Party when this is suggested by or agreed with the Funding Authority.

5 Communication among partners

To properly implement the project plan and to produce added value results, the processes needed for the quality management purposes and their application across the project lifecycle will be identified and analysed in this section.

5.1 Meetings

Regular and ad-hoc meetings will be held during the project lifecycle, including:

- **Project Plenary Meetings** are held at least every 2 times per year (every 6 months) to ensure that all procedures are understood and implemented in the proper way.
  The PC is responsible for the meeting formation (agenda of the meeting) and the communication of the meeting details (time, place) at least 3 weeks before the date of the meeting, to allow time to the participants for the scheduling and preparation of the necessary information for the meeting.
- **Technical Partners Meetings** are held per case if required. Those meetings will be organised by the TC. Technical meetings that concern only specific partners will be organized upon request and monitored by UBITECH, QUBI, and TAU.
- **Regular Conference Calls and Plenary Calls** are held monthly. Proposed Date: TBD
- **Online Work Package Meetings** held according to the workload and performed through the teleconferencing facilities of the project. Each WP leader will propose the meeting schedule according to his WP needs at least 1 week before the date of the meeting and coordinate the necessary actions among the involved partners for the implementation of the WP activities. Each WP leader will communicate the final agenda of the meeting at least 1 day before the meeting date.

Regular or ad-hoc conference calls related to specific work packages will be requested by Work package Leaders. A tentative table of the project plenary meetings is available below.

No.	Tentative Dates	Venue	Host
1st Plenary Meeting - Kick Off Meeting	22-23/01/2025	Athens	UBITECH
2nd Plenary Meeting	Jun-Jul 2025	TBD	TBD
3rd Plenary Meeting	Oct-Dec 2025	TBD	TBD
4th Plenary Meeting	Jun-Jul 2026	TBD	TBD
5th Plenary Meeting	Jan-Feb 2027	TBD	TBD
6th Plenary Meeting	Jun-Jul 2027	TBD	TBD
7th Plenary Meeting	Dec 2027	TBD	TBD

Table 3 Tentative List of Plenary meetings

Following up on a physical project meeting, the meeting minutes will be compiled within 15 calendar days of the meeting based on the Meeting Minutes Template provided. These minutes will be the formal record of all the decisions taken. The minutes will be considered as accepted if, within 15 calendar days upon sending them, no partner has declared any written objections to the PC with respect to the accuracy of the draft version of the minutes.

The next meeting locations and exact dates will be decided in project meetings or scheduled with the help of online polls. The PC is responsible for setting up the poll, sending the link to partners and deciding for the final dates. Ad-hoc meetings may be organised in case of an emergency or a conflict resolution.

The PC will host the online meetings in a Google Meet environment.

5.2 Mailing Lists

Mailing List	Description
General@piqasoproject.eu	This is the general mailing list of the project.
Piqaso-wp2@piqasoproject.eu	This mailing list is for activities related to **WP2: Requirements, Functional Specifications and Architecture**
Piqaso-wp3@piqasoproject.eu	This mailing list is for activities related to **WP3: Design of PQ Cryptosystems and PiQASO Reference Implementation**
Piqaso-wp4@piqasoproject.eu	This mailing list is for activities related to **WP4: PiQASO Integration & Use Cases Demonstration**
Piqaso-wp5@piqasoproject.eu	This mailing list is for activities related to **WP5: PiQASO PQC Raising Knowledge and Awareness Academy & Migration Planning**
Piqaso-wp6@piqasoproject.eu	This mailing list is for activities related to **WP6: Dissemination, Standardization, Exploitation & Impact Creation**

Table 4 PiQASO Mailing Lists

Subscription of each project member to a specific mailing list is managed and maintained by the PC. The updated subscription list is available through the PiQASO Project Repository. Each consortium partner is responsible for informing the PC whether any modification of their representatives is needed, and the PC will be responsible for keeping the distribution lists updated and informing the rest of members. Click here to access the list.

5.3 Project collaborative space – Infrastructure and Repository

UBITECH deployed and will operate the internal Documents and Electronic Material Repository in the following URL: https://ubitecheu.sharepoint.com/sites/PiQASO Click here to access it.

This repository includes:

- WPs documentation (technical documentation, deliverables)
- Meeting minutes and agendas
- Dissemination materials
- Legal and Administrative documents
- Any other relevant project documents

This repository will be a central location where all project partners can easily access and share important documents.

UBITECH has provided access to all partners.

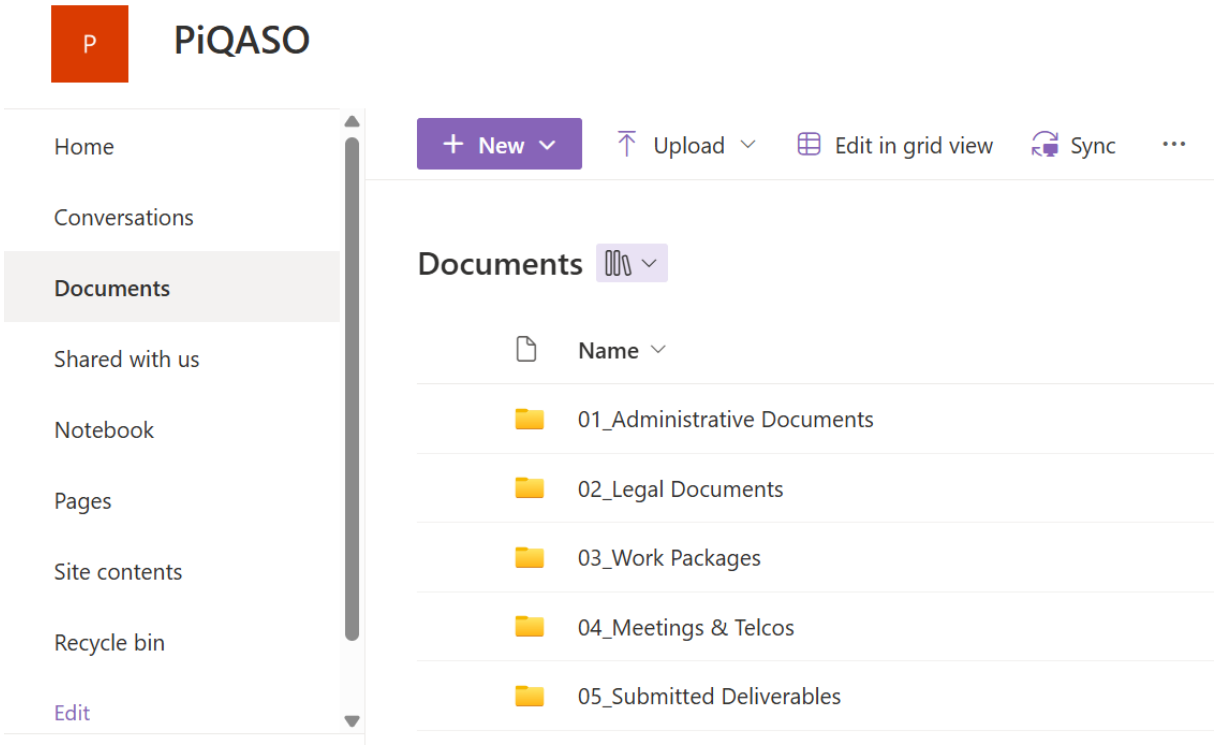

Figure 2 PiQASO Repo Folders Structure

A summary of the documentation organization and content of the PiQASO Project Repository with respect to the Document Management System:

- 01 - Administrative Documents: is essential for maintaining organized and accessible records of the project's administrative activities. It contains partners contact information, dedicated peer-reviewers, PMs distribution etc.
- 02 - Legal Documents: Contractual documents, containing the Grant Agreement with EC and its annexes and the Consortium Agreement with its annexes.
- 03 – Work Packages: A folder per Work package is created. In each WP folder, separate folders for Deliverable are also created. In each Deliverable folder, the consortium will store the material files required, the various contributions, the

deliverable's editing versions, the review reports, as well as the final draft and the submitted deliverable to the EC.

- 04 – Meeting and Telcos: The specific folder contains the files that refer to Meetings Agendas, Meetings Minutes, as well as Meetings Partners Presentations. Furthermore, it contains the folder structure to support the storage of all Teleconferences, Presentations and Minutes describing the decisions made and action plans produced.
- 05 - Submitted Deliverables: The specific folder contains the list of the PDF files of the deliverables as these will be officially uploaded to ECAS System.
- 06 – Reporting: Includes internal reports and periodic, final report from all partners and project review info
- 07 – How Tos: it contains the User Guide for PiQASO repository. Furthermore, it will contain any other How-Tos or Manuals that will be produced in the frame of the project.

Moreover, the project will utilize GitLab for technical collaboration and slack.

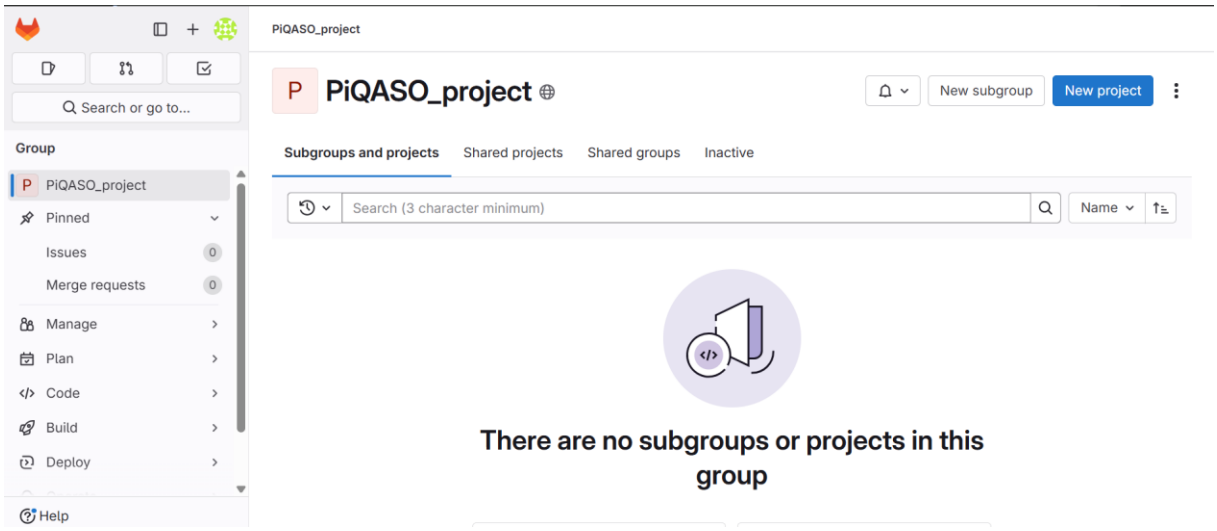

Figure 3: PiQASO Gitlab Repo Folders Structure

6 Deliverable Submission and Quality Management

6.1 Deliverable Submission

The technical objectives of the project are directly aligned with the work packages and tasks outlined in the project plan. Achieving these objectives is demonstrated by the timely delivery of the corresponding deliverables. Each deliverable is assigned to a Lead Beneficiary partner who is responsible for its completion by the due date. The Lead Beneficiary ensures the quality of the deliverable and oversees the contributions from all participants.

The deliverables shall be submitted to the EC in English, by electronic means (in pdf format in the Participants Portal) or in any other format only if required by EC. The appropriate and updated deliverable template can be found in the PiQASO Project Repository.

All the deliverables must be finalized and submitted to the EC within the deadlines defined in Annex I of the Grant Agreement.

To ensure the highest quality and compliance with our project standards, we have established a structured process for the preparation, peer-reviewing and submission of deliverables.

The process is the following:

1. Lead Beneficiary (author) Draft Preparation: The lead beneficiary is responsible for preparing the first draft of the deliverable.
2. Initial Submission of the Completed Deliverable Draft to the PC, the TC and the assigned reviewers: The lead beneficiary sends the completed deliverable draft to the PC, the TC and the assigned reviewers one month before the contractual submission date (Mx-1).
3. Peer Review: The peer-reviewers independently review the deliverable, focusing on content accuracy, completeness, and alignment with project objectives. Comments from the peer-reviewers are to be sent to the lead beneficiary (editor) within 7 days.
4. Revisions by Lead Beneficiary: The lead beneficiary updates the deliverable based on the received feedback within 7 days.
5. Final Review and Approval: The updated deliverable is reviewed and approved by the Project Coordinator and, if necessary, by the internal reviewers within 4 days.
6. Final Check and Submission: The PM-team conducts a final check and releases the deliverable for submission to the European Commission (EC) within 3 days, ensuring it meets the actual submission deadline.

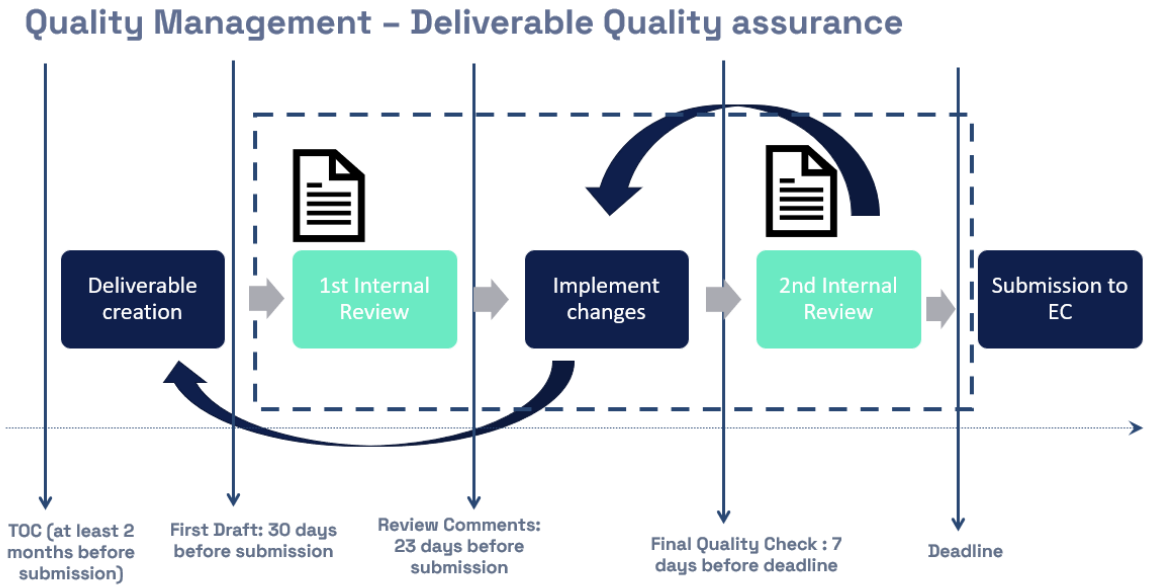

Figure 4: Deliverable submission timeline

The following table illustrates all the project deliverables and the reviewing partners that have been allocated for all deliverables. All deliverables are also reviewed by the PC and TC.

#	Number	Name	Lead	Deadline	Calendar Date	Reviewer 1	Reviewer 2
1	D1.1	Project Handbook	UBITECH	M3	Mar-25	UNIS	K3Y
2	D1.2	Data Management Plan	QUBI	M6	Jun-25	TAU	NCIS
3	D1.3	Annual report on data for KPIs Year 1	UBITECH	M13	Jan-26	PLURIBUS	UNISGR
4	D1.4	Annual report on data for KPIs Year 2	UBITECH	M25	Jan-27	BYTE	PLURIBUS
5	D1.5	Annual report on data for KPIs Year 3	UBITECH	M36	Dec-27	TAU	RAL
6	D2.1	Operational Landscape, Requirements, PQ Conformity Assessment and PQC Service Modalities - Initial Version	UBITECH	M18	Jun-26	NCIS	BYTE
7	D2.2	Operational Landscape, Requirements, PQ Conformity Assessment and PQC Service Modalities - Final Version	TAU	M24	Dec-26	QUBI	UNIS

8	D3.1	PiQASO QR Crypto Primitives Design, Optimization and Acceleration	TAU	M15	Apr-26	UniBwM	QUBI
9	D3.2	PiQASO SDK and PQC as-a-service – Initial Version	UBITECH	M18	Jun-26	BYTE	RAL
10	D3.3	PiQASO SDK and PQC as-a-service – Final Version	QUBI	M24	Dec-26	TAU	UNISGR
11	D4.1	PiQASO Initial Integrated Framework & Use Case Analysis	UNISGR	M21	Sep-26	NCIS	QUBI
12	D4.2	PiQASO Final Integrated Framework, Benchmarking/Recommendations on PQC solutions	UNIS	M36	Dec-27	UBITECH	UniBwM
13	D5.1	PiQASO PQC Academy – Initial report	K3Y	M24	Dec-26	PLURIBUS	BYTE
14	D5.2	PiQASO PQC Academy – Final report	K3Y	M36	Dec-27	UNISGR	UBITECH
15	D5.3	PiQASO Migration Checklists and Plans	PLURIBUS	M36	Dec-27	RAL	K3Y
16	D6.1	PiQASO Communication, Dissemination, and General Awareness Plan	PLURIBUS	M6	Jun-25	UBITECH	UNIS
17	D6.2	PiQASO Interim Report on Communication, Dissemination, and Exploitation activities	RAL	M18	2026	K3Y	PLURIBUS
18	D6.3	PiQASO Final Report on Communication, Dissemination, and Exploitation activities	UNIS	M36	Dec-27	RAL	K3Y

Table 5 Deliverables and Reviewers

6.2 Document Control Management

The Document Control Management deals with the preparation of template documents, the identification and the tracking of changes related to draft and final versions of documents circulated among the partners.

The PC is responsible for the necessary assessment of deliverables, while the TC will be responsible for the overall monitoring of the entire document control and configuration management activities described in this section.

6.2.1 Documentation Requirements

In the span of the PiQASO project, a set of deliverables and relevant documented results are anticipated as depicted in the following table. Such documents will be sent by e-mail and be uploaded in the restricted PiQASO document repository, if they comply with the following standards:

- Word Processor: Microsoft Word 2007 and higher,
- Spreadsheet: Microsoft Excel 2007 and higher,
- Presentations: Microsoft PowerPoint 2007 and higher.

All files should be scanned for potential viruses before issue and screened on receipt. If an acknowledgement is requested, an explicit request should be included by the sender at the top of the message (e-mail, fax, etc.)

Type	Responsible	Template
Deliverable submitted to the EC	As per DoA	Deliverable Document Template
Internal Project Presentation	All partners	Project Presentation Template
Meeting Agenda	Project Coordinator	Meeting Agenda Template
Meeting Minutes	Project Coordinator & Technical Coordinator	Meeting Minutes Template
Reviewed Document	All partners	A new version with track changes on the original version
Internal Review Report	All partners	Internal Review Report Template
Final Activity Report	Project Coordinator / WP Leaders	As per Grant Agreement and Commission guidelines
Final Management Report	Project Coordinator	As per Grant Agreement and Commission guidelines
Financial Statement	All Partners	As per Grant Agreement and Commission guidelines
Consolidated Financial Statement	Financial Administrator	As per Grant Agreement and Commission guidelines

Table 6 Types of Files

6.2.2 Naming Conventions and Versioning

Document configuration management will be ensured through tracking the versions and the history of changes within the various project documents, such as:

- Deliverables (as stated in the deliverables list in the DoA);
- Presentations of the project results.
- Meeting agenda and minutes; and
- Internal audit reports and reviewed deliverables, including the corrective actions taken.

Document versioning will be tracked in each deliverable in a separate table describing the different versions of the document and the reasons for change/updates on it.

6.2.3 Deliverables submitted to the EC

Name PiQASO _ [Deliverable Code]-[Deliverable Title]-vA.BB

(Draft) PiQASO _[Deliverable Code]-[Deliverable Title]_[Partner]-vA.BB

Where A: Major version of the deliverable (Submission to Commission)

BB: Minor version of the deliverable for updates during the preparation phase

Examples PiQASO _D1.1-Project Handbook-v1.00 (for submission to the Commission)

PiQASO _D1.1-Project Handbook_UBITECH-v0.30 (for internal updates and submission for internal review)

6.2.4 Project Presentations

Name PiQASO -[Purpose] or [WP Number]_[Partner]-vA.BB

Where A: Major version of the presentation (Presentation in the event / workshop)

BB: Minor version of the presentation for updates during the preparation phase

Examples PiQASO _WP4_UBITECH-v1.00

6.2.5 Meeting Agenda

Name PiQASO _[Meeting Number] Meeting_Agenda_[Place]-vA.BB

Where A: Major version of the meeting agenda

BB: Minor version of the meeting agenda for updates during the preparation phase

Place: Venue city

Examples PiQASO _KOM Agenda_Athens-v1.00 (final version)

PiQASO _KOM Agenda_Athens-v0.10 (for internal updates and submission for internal review)

6.2.6 Meeting Minutes

Name PiQASO _[Meeting Number] Meeting Minutes_[Place]-vA.BB

where A: Major version of the meeting minutes

BB: Minor version of the meeting minutes for updates during the preparation phase

Place: Venue city

Examples PiQASO _KOM Minutes_Athens-v1.00 (final version)

PiQASO _KOM Minutes_Athens-v0.10 (for internal updates and submission for internal review)

6.2.7 Reviewed Documents and Internal Audit Reports

Name PiQASO _[Deliverable Code]-[TR/QR]_[Partner / Expert]-vA.BB

PiQASO _[Deliverable Code]-[TR/QR]_[Partner / Expert]-vA.BB-Internal Audit

where A: Major version of the deliverable / internal audit report

BB: Minor version of the deliverable / internal audit report for updates during the preparation phase

TR: Technical Reviewed document

QR: Quality Reviewed document

Examples PiQASO _D2.1-TR_UBITECH-v0.31 (Technical Reviewed Document from UBITECH)

PiQASO _D2.1-TR_ UBITECH -v0.31-Internal Audit (Review report from UBITECH)

PiQASO _D2.1-QR_ UBITECH -v0.41 (Quality Reviewed Document from UBITECH)

6.2.8 Security Levels

Abbreviation	Type	Security level
PU	Public	Fully open
SEN	Sensitive	limited under the conditions of the Grant Agreement
EUCI	EU classified	EU classified (EUCI) under Decision 2015/444: • RESTREINT-UE/EU-RESTRICTED (R-UE/EU-R), • CONFIDENTIEL-UE/EU-CONFIDENTIAL (C-UE/EU-C), • SECRET-UE/EU-SECRET (S-UE/EU-S)

Table 7 Deliverables' Security Levels

As a rule, the European Commission Services have free access to all the Deliverables and Internal Deliverables produced by the Project.

6.2.9 Code of Conduct

PiQASO partners are expected to jointly develop new ideas, concepts, and architectures, as well as to pursue, jointly or individually, relevant opportunities for dissemination and exploitation of the project results. Therefore, to guarantee open and frank collaboration among the consortium members, namely when this involves original contributions and information subject to some level of confidentiality, the following principles shall be observed:

- The partners shall comply to the rules set by Annex II to the Contract (General Conditions) and by the PiQASO Consortium Agreement, in relation to:
  - The Intellectual Property Rights (IPR), regarding any original contribution or background knowledge brought in by any member; and
  - The IPR regarding any new knowledge (forward knowledge) generated in the framework of PiQASO because of any cooperative activity.
- In all forms of use of the mentioned knowledge, proper recognition to all original contributors should be made, namely through:
  - Proper references in publications. When the referenced piece of knowledge has been published, standard referencing rules should apply. In case of draft ideas included in working documents, a reference to the author and corresponding document should be made; and
  - Otherwise, in the case that there is no written reference, a note stating: "personal communication in the framework of the PiQASO project" can be used (identifying the contributor).
- Similar rules should be observed when using copies of slides that include substantial original ideas (figures or text).
- When reporting RTD results, Deliverables and Working Documents will contain a list of the contributing partners, intended as individuals of the involved organizations who have provided contributions to the document.

6.3 Quality Records Management

A record is defined in ISO 9000 as a document stating results achieved or providing evidence of activities performed. In this context, in PiQASO, the quality records refer to project documentation (deliverables, presentations, etc.) along with the Internal Review Reports, corresponding to each deliverable.

Records will be filled in in a readily retrievable manner for the minimum period specified under the PiQASO Grant Agreement and will be kept in a suitable environment to minimize damage.

The PC is held responsible for maintaining the quality records and shall make them available to the European Commission, if necessary.

6.4 EU emblem utilization

Any dissemination of results must display the EU emblem; thus, the PiQASO logo will be present on all materials related to communication, together with the EU emblem, a direct statement on the funding source and the Grant Agreement number.

Always use the following logos:

7 Risk Management Plan

7.1 Methodology

The successful execution of any project hinges on several factors, including the timely identification and management of risks, anticipating their potential consequences, and implementing effective proactive measures. Project risks can affect outcomes in various ways, such as reduced quality, increased costs, delays, loss of stakeholder confidence, or even project failure. It is crucial not to underestimate or exaggerate the likelihood and impact of these risks. Efficient and effective risk identification and management are essential for meeting the demanding objectives of the PiQASO project within the set timeline and budget. Thus, risk management and mitigation are fundamental components of the overall project management strategy.

Risk management incorporates the following activities:

- Continuously evaluating potential risks.
- Identifying which risks requires attention.
- Developing and implementing strategies to address those risks.

7.1.1 Continuous Risk Management Approach

The risk management plan has been produced based on existing risk management practices and more specifically the Continuous Risk Management (CRM) paradigm developed by the Software Engineering Institute (SEI) of Carnegie Mellon University[1]. It aims at reporting risk identification, analysis and mitigation strategies for the PiQASO project. Continuous Risk Management (CRM) paradigm is indicated in the following figure:

Figure 5 Continuous Risk Management (CRM) paradigm

This iterative roadmap for risk management contains the following elements:

[1] http://www.sei.cmu.edu

Identify: Makes all known project risks explicit before they become problems. The objective of risk identification is to locate risks before they become problems and to incorporate this information into the project management process.

- **Analyse:** A process of examining the risks in detail to determine the extent of the risks, how they relate to each other, and which ones are the most important. Analysing risks has three basic activities: a) evaluating attributes of risks, b) classifying risks and c) prioritizing risks. The objective is to transform risk data into decision-making information.
- **Plan:** Translates risk information into decisions and mitigating actions (both present and future) and implements those actions. The objectives are to a) make sure consequences and sources of the risk are known, b) develop effective plans, c) produce, over time, the correct set of actions that minimize risk and impacts while d) maximizing opportunity and value, plan important risks first.
- **Track:** Monitors risk indicators and mitigation actions. The objective is to collect accurate, timely, and relevant risk information and to present it in a clear and easily understood manner appropriate to the person/group who receives the status report. The status reports generated during tracking are used by project personnel during the control phase to make decisions about managing risks.
- **Control:** Corrects deviations from the risk mitigation plans. The objective is to make informed, timely, and effective decisions regarding risks and their mitigation plans.
- **Communicate:** Enables sharing of all information throughout the project and is the cornerstone of effective risk management. The objectives of communication are for project personnel to understand the project's risks and mitigation alternatives, understand the risk data and make informed choices within the constraints of the project, eliminate the barriers to effective communication.

7.1.2 Risk Exposure

Risk exposure is a measure created by combining the impact and probability of the risk. These terms are identified below at the level of detail compliant to that of the SEI (four levels of impact and three of probability, translating to different levels of risk exposure).

Effect / Impact: the effect of the particular risk on the project, which is determined based on the risk's effect on the project (e.g. performance, cost, schedule). The levels of impact are: (4) Uncontrollable, (3) Critical, (2) Marginal and (1) Negligible.

Probability*:* the chance that a particular impact will occur. The levels of probability are: (3) High, (2) Medium and (1) Low.

Risk exposure is an attribute of risk that is derived from two of the attributes: impact (effect/loss) and probability (likelihood). You may use the combined attribute of risk exposure in place of the individual values of impact and probability.

Risk exposure (RE) is defined by the following: RE = Prob(UO) * Impact(UO)

Probability / Effect / Impact	High	Medium	Low
Very High Uncontrollable (4)	HIGH	HIGH	MEDIUM
High Critical (3)	HIGH	MEDIUM	MEDIUM
Medium Marginal (2)	MEDIUM	MEDIUM	LOW
Low Negligible (1)	MEDIUM	LOW	LOW

Table 8 Risk Exposure

If the impact and probability have been evaluated qualitatively using ordinal numbers, multiplying these ordinal values to obtain risk exposure provides information that if not careful, can be misinterpreted.

For risks where exposure is high, specific mitigation strategies shall be put in place and acted upon.

7.1.3 Risk Monitoring

The project will continuously monitor and assess identified risks and pay specific attention to risks that have been ranked as with high and medium exposure. Each member of the consortium is responsible for monitoring and reporting the effectiveness of the handling actions for the risks assigned.

- Risks rated as **High** will be reported to the PC, who will handle and track them until the risk is considered Medium or Low.

- Risks rated as **Moderate** will be reported to WLs, who will also track them until the risk is considered Low. However, the risk will be handled within the work package under the responsibility of the work package leader.
- Risks rated as **Low** are tracked within the work package and monitored continuously to ensure they stay low.

7.1.4 Risk Mitigation and Resolution

Once the risks have been identified, it is essential that existing and future mitigation resolution actions are considered. These include putting measures in place to eliminate or reduce the risk, and include providing support to the involved partners, increasing resources, responsibility shifts and work plans amendments. In the risk register, resolution actions which can be applied to fix the issue or reduce its severity will be proposed for all identified risks associated with the project.

For each identified risk, one of the following risk mitigation approaches will be selected to address it:

- **Avoid** – Eliminate the threat by eliminating the cause.
- **Mitigate** – Identify ways to reduce or limit the likelihood or the impact of the risk.
- **Accept** – Nothing will be done. This approach is rejected if there are other possibilities.
- **Transfer** – Make another party responsible for the risk (buy insurance, outsourcing, etc.).

Each identified risk has a partner responsible for the resolution: The Risk Responsible Partner. This is the PiQASO partner responsible for making sure that the resolution actions are implemented to mitigate the risk.

The main role of the risk responsible partner will be to monitor the identified risks and to report their status to the project manager in the first instance. The risk responsible partner is not necessarily required to implement resolution actions themselves but is in charge of ensuring that such actions have been implemented by other/relevant partners.

7.2 Risk Management Assessment

Risk assessment is a continuous process. Each risk assessment is a combination of risks identified/ analysed in the previous phase and the identification/analysis of risks on current milestones/deliverables according to the DoA.

7.2.1 Risk Log

The PC will manage and maintain a risk management log in the project repository. The risk information template included in Annex I is to be used for identifying new risks as well as

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modifying the status of risks, tracking the status and monitoring the mitigation strategy evolution.

All project participants, and in particular the project managers and WP Leaders, will be responsible for raising any material or perceived risk as part of the normal reporting. All risks and issues will be registered in the project's web-based risk log and the status and mitigation of each risk element will be reviewed regularly and reported at each GA meeting.

The Risk log table in the repository will comprise 10 elements:

- ID
- WP - Involved Work Package(s)
- Risk description
- Probability - Likeliness to occur
- Impact
- Risk Exposure
- Remedial actions - mitigation measures
- Who mitigates
- Status (which can be 'Active, 'Mitigated' or 'Avoided)
- Priority
- Check Date - Risk reporting date
- State of the Play – Actions
    - Reference Period
    - Mitigation Measures applied
    - Risk Materialisation
    - Comments, if the risk's mitigation measure could not be applied.

7.2.2 Initial Identified Risks

A preliminary list of identified risks, along with their respective contingency plans, has been comprehensively documented and included in Annex I of the Grant Agreement. This annex provides a detailed overview of potential risks and outlines the strategic measures that will be implemented to address and mitigate these risks effectively.

8 Management of Knowledge and Intellectual Property

The management of knowledge and intellectual property (IP) will be conducted in strict adherence to the Digital Europe contract template and the associated contractual conditions. This encompasses a range of issues including, but not limited to, the ownership and protection of intellectual property, the dissemination of research findings, and the granting of access rights.

Ownership and Protection: The CA, signed by all project partners, details how intellectual property rights are allocated and protected throughout the project. It specifies how discoveries and innovations will be owned and managed to ensure proper protection and exploitation.

Dissemination of Knowledge: The agreement outlines procedures for sharing research results and other project outputs with the public and relevant stakeholders, in compliance with Digital Europe guidelines. This includes guidelines for publishing results, presenting findings at conferences, and other forms of dissemination.

Access Rights: The terms for accessing and using knowledge and IP generated during the project are clearly defined. This includes conditions under which partners can access each other's IP, as well as terms for any third-party access.

The Grant Agreement (GA) plays a critical role in monitoring and ensuring that these conditions are implemented effectively. It will oversee compliance with the contractual stipulations set out in both the Digital Europe contract and the Consortium Agreement, addressing any issues that arise and ensuring that all partners adhere to the agreed-upon terms.

By closely following these guidelines, the project aims to protect its innovations, foster collaboration, and facilitate the effective dissemination of its findings, all while safeguarding the interests of all parties involved.

9 Conclusions

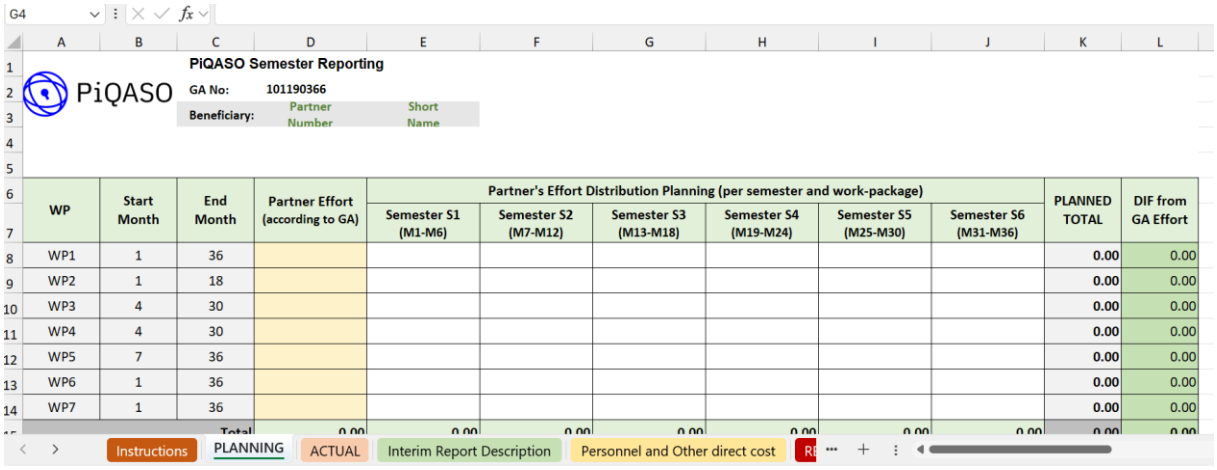
In conclusion, the "Project Management Plan" for the PiQASO project has meticulously outlined the procedures, communication channels, and quality assurance mechanisms necessary for the project's success. The comprehensive management framework ensures that all participants are aligned with the project's objectives and equipped with the tools and processes required for efficient execution. By establishing clear guidelines for co-creation, consultation, decision-making, and conflict resolution, the plan fosters a collaborative and transparent environment. The stringent document control and internal review processes further guarantee the high quality of all project deliverables. Overall, the structured approach detailed in this management plan will be instrumental in achieving the PiQASO project's goals and delivering impactful results.

10 Annexes

10.1 Annex I – Interim Reporting Template

Available here: Project templates

Figure 6 Interim Reporting Template



PiQASO Semester Reporting

GA No: 101190366

Beneficiary: Partner Number Short Name

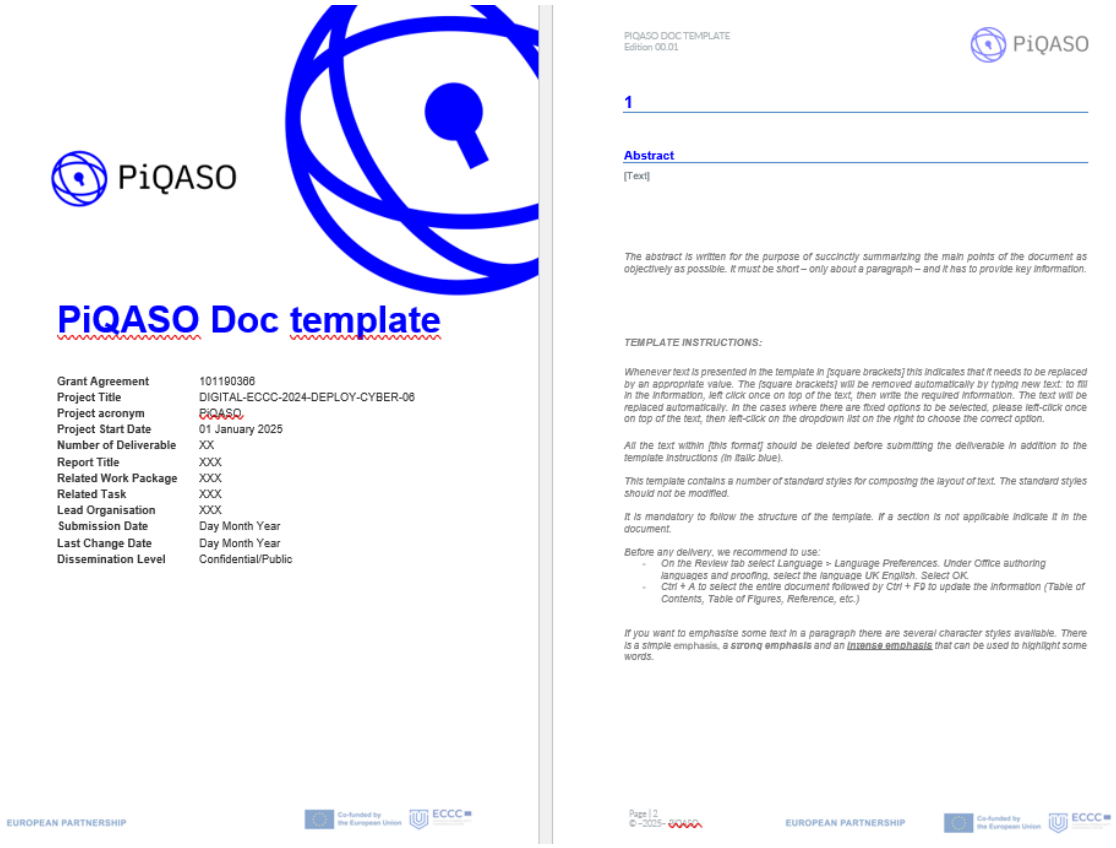
WP	Start Month	End Month	Partner Effort (according to GA)	Partner's Effort Distribution Planning (per semester and work-package)						PLANNED TOTAL	DIF from GA Effort
				Semester S1 (M1-M6)	Semester S2 (M7-M12)	Semester S3 (M13-M18)	Semester S4 (M19-M24)	Semester S5 (M25-M30)	Semester S6 (M31-M36)		
WP1	1	36								0.00	0.00
WP2	1	18								0.00	0.00
WP3	4	30								0.00	0.00
WP4	4	30								0.00	0.00
WP5	7	36								0.00	0.00
WP6	1	36								0.00	0.00
WP7	1	36								0.00	0.00
		Total	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Instructions | PLANNING | ACTUAL | Interim Report Description | Personnel and Other direct cost

10.2 Annex II – Deliverable Template

Available here: Project templates

Figure 7 Deliverable Template



PiQASO

PiQASO Doc template

Grant Agreement	101190366
Project Title	DIGITAL-ECCC-2024-DEPLOY-CYBER-06
Project acronym	PiQASO
Project Start Date	01 January 2025
Number of Deliverable	XX
Report Title	XXX
Related Work Package	XXX
Related Task	XXX
Lead Organisation	XXX
Submission Date	Day Month Year
Last Change Date	Day Month Year
Dissemination Level	Confidential/Public

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PIQASO DOC TEMPLATE
Edition 00.01

PiQASO

1

Abstract

[Text]

The abstract is written for the purpose of succinctly summarizing the main points of the document as objectively as possible. It must be short – only about a paragraph – and it has to provide key information.

TEMPLATE INSTRUCTIONS:

Whenever text is presented in the template in [square brackets] this indicates that it needs to be replaced by an appropriate value. The [square brackets] will be removed automatically by typing new text: to fill in the information, left click once on top of the text, then write the required information. The text will be replaced automatically. In the cases where there are fixed options to be selected, please left-click once on top of the text, then left-click on the dropdown list on the right to choose the correct option.

All the text within [this format] should be deleted before submitting the deliverable in addition to the template instructions (in Italic blue).

This template contains a number of standard styles for composing the layout of text. The standard styles should not be modified.

It is mandatory to follow the structure of the template. If a section is not applicable indicate it in the document.

Before any delivery, we recommend to use:

- *On the Review tab select Language > Language Preferences. Under Office authoring languages and proofing, select the language UK English. Select OK.*
- *Ctrl + A to select the entire document followed by Ctrl + F9 to update the information (Table of Contents, Table of Figures, Reference, etc.)*

*If you want to emphasise some text in a paragraph there are several character styles available. There is a simple emphasis, a **strong emphasis** and an ***Intense emphasis*** that can be used to highlight some words.*

Page | 2
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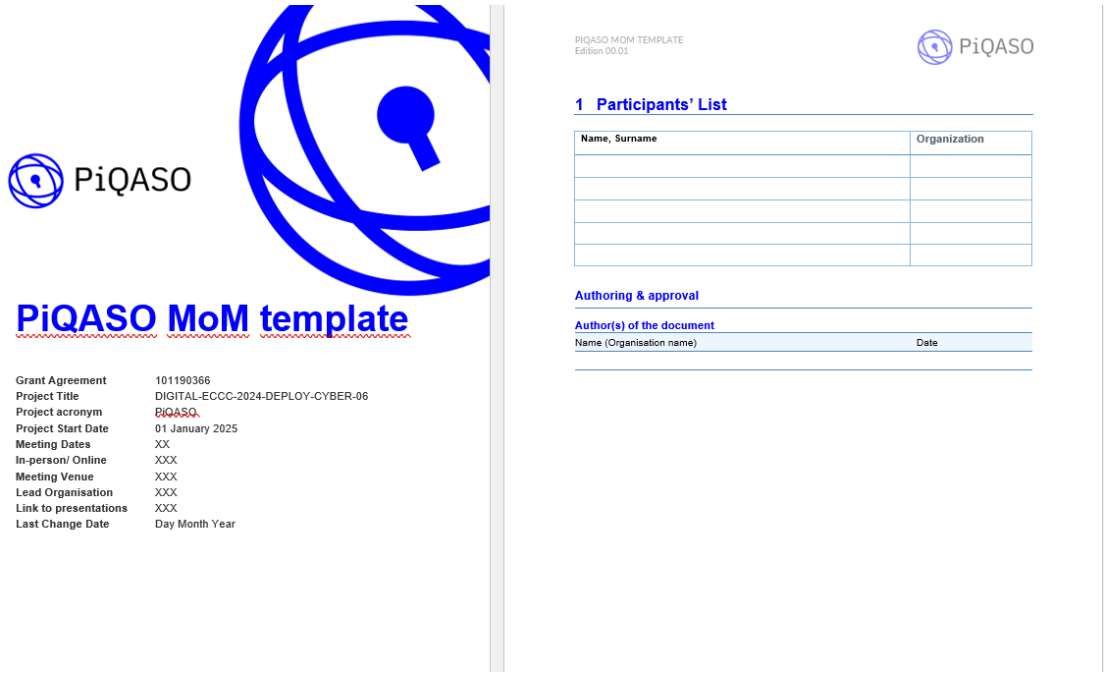
10.3 Annex III - Meeting minutes Template

Available here: Project templates

Figure 8 Meeting Minutes Template



PiQASO

PiQASO MoM template

Grant Agreement	101190366
Project Title	DIGITAL-ECCC-2024-DEPLOY-CYBER-06
Project acronym	PIQASO
Project Start Date	01 January 2025
Meeting Dates	XX
In-person/ Online	XXX
Meeting Venue	XXX
Lead Organisation	XXX
Link to presentations	XXX
Last Change Date	Day Month Year

PIQASO MOM TEMPLATE
Edition 00.01

PiQASO

1 Participants' List

Name, Surname	Organization

Authoring & approval

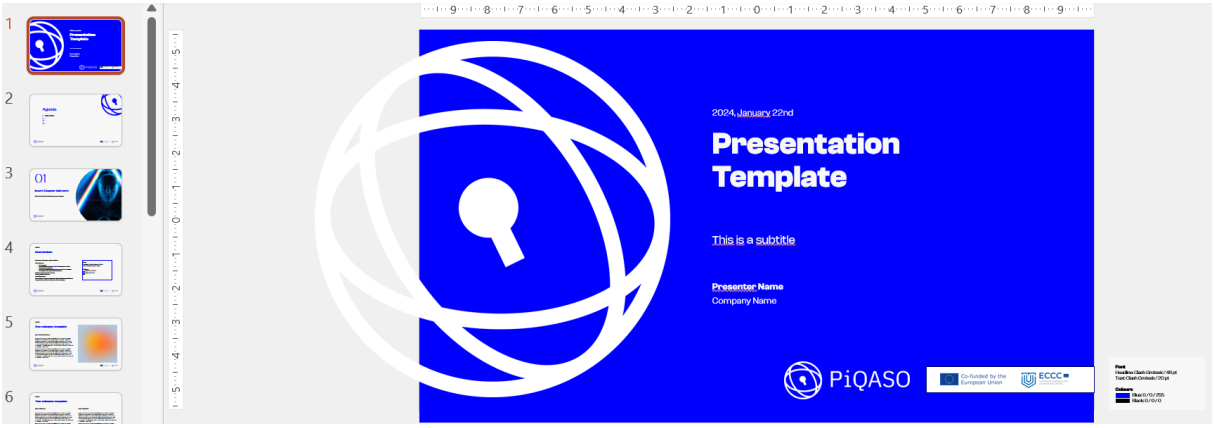
Author(s) of the document

Name (Organisation name)	Date

10.4 Annex IV - Presentation Template

Available here: Project templates

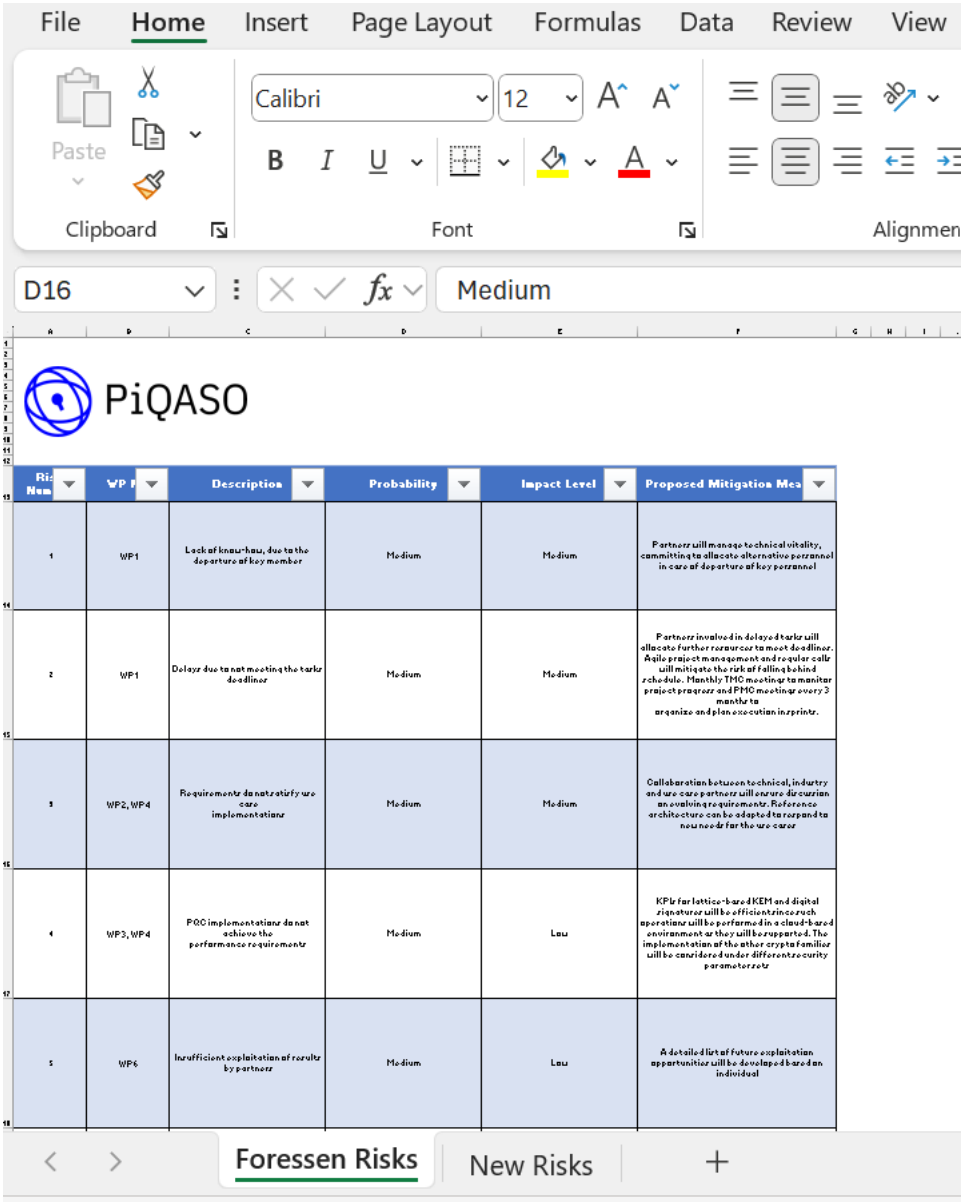
Figure 9 Presentation Template



10.5 Annex V – Risk Monitoring Log

Available here: 02_Risk Management

Figure 10 Risk Monitoring Log



Keep in touch