

Deliverable D1.1: Project Management Handbook

Deliverable D1.1

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Abstract

This Project Management Handbook (D1.1) is intended to support partners in the effective and efficient administration, procedural, and financial management of the CYCERONE project. The CYCERONE project is implemented via four overarching work packages, namely, WP1, WP2, WP3, and WP4, whose action details and timelines are documented in the Grant Agreement (GA) and referenced in the Consortium Agreement CA for involved stakeholder perusal and action.

D.1.1 is part of WP1 – reference Grant Agreement, 4.1 Work plan, figure 2

The D1.1 focuses on project implementation procedures, structures, and coordination and sets out key responsibilities for EU engagement and interaction. It is intended to support the achievement of project objectives, the effective management of partner progress, and the timely delivery of project results.



Versioning and Contribution History

Version	Date	Author/s	Notes
0.1	05/02/2025	Vilma Djala (EITD)	First version of D1.1
0.2	14/03/2025	Luisa Focacci, Vilma Djala (EITD)	Second version of D1.1
0.3	28/03/2024	Luisa Focacci (EITD)	Third Review of D1.1, Update of formats, fonts, insertion of approved logo



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1. Introduction

This Project Management Handbook (D1.1.) is intended to support partners in the effective and efficient administration, procedural and financial management of the project. It focuses on project implementation procedures, structures, and coordination and sets out key responsibilities for EU engagement and interaction. It also aims to support the achievement of project objectives, the effective management of partner progress, and the timely delivery of project results.

This Project Management Handbook sets out:

- the procedures and standards to be used in the CYCERONE project
- the key roles and responsibilities
- how the project will be carried out, measured, monitored, accounted for, and safeguarded during the project.

2. CYCERONE

Cybersecurity aCademy foR educatiOn and experieNce (CYCERONE) aims to enhance the cybersecurity skills of diverse learners by offering a unified access— focusing on SMEs and public sectors. The project aims to amplify the reach of higher education institutions and professional training providers in cybersecurity through strategic marketing and dissemination within the Cybersecurity Skills Academy, connecting to existing available tools, such as the EU Digital Skills and Jobs Platform and ENISA’s CyberHEAD Database.

The initiative will provide course and training opportunities in cybersecurity that will constantly align and adapt to market needs to address the current skills gap and also to foster a culture of innovation and ethics.

3. Work Package 1

The objectives of Work Package 1 are as follows:

- To ensure the overall project management and effectively monitor the project in administrative, technical, and financial terms.
- To guarantee high-quality content and management to secure effective progress. To coordinate the onboarding of education content providers on the platform.
- To coordinate the enrolment process of participants to the platform.
- To ensure the establishment of effective and sustainable partnerships within the consortium.

This work package focuses on leading the technical and scientific coordination of the CYCERONE project, along with its administrative and financial management. It will also implement quality control and reporting mechanisms throughout the project.

4. Deliverable 1.1

4.1 Purpose

The CYCERONE Project Handbook reflects two purposes:

1. To provide the framework within which the coordinator will manage the project
2. To guide project participants through all aspects of the project's management and coordination activities and provide a clear set of rules and expectations to follow while conducting the project.

4.2 Objectives

- To define the procedures and standards to be used in the CYCERONE project.
- To define key roles and responsibilities.
- To demonstrate how the project will be carried out, measured, monitored, accounted for, and safeguarded during the project implementation.

5. Management of the CYCERONE project

5.1 Management structure

CYCERONE implementation work plan requires effective project management to deliver high-quality results. The chosen project management approach guarantees transparency and commitment to all partners and facilitates successful project execution. Consortium bodies and key actors in the management structure are depicted in Figure 1.

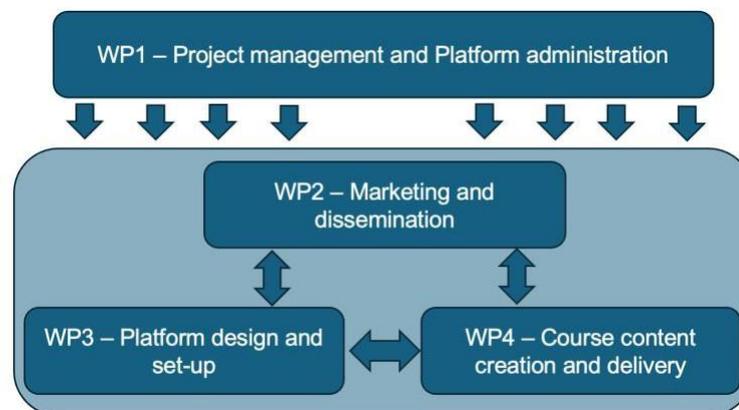


Figure 1: CYCERONE Project WPs Structure

Table 1 provides a short description of the key roles in the consortium. Duties, responsibilities, and rights will be codified and agreed upon in the project Consortium Agreement.



Table 1: Key roles in the management of CYCERONE project.

Key roles	Acronym	Definition
General Assembly	GEA	Composed of consortium members (minimum 1 representative per partner); responsible for the project, including any significant changes.
Project Executive Committee	PEC	Composed of PC and WP Leaders, responsible for technical and operational management, quality, risk mitigation, and progress tracking.
Project Coordinator	PC	Responsible for overall coordination, content management, and liaisons with EC.
Project Manager	PM	Supporting the PC, responsible for administrative and financial progress reporting.
Quality Manager	QM	Responsible for Quality Plan creation and implementation and risk management.
Work Package Leader	WPL	Responsible for planning and progress in a WP and contributing to the PEC.
Task Leader	TL	Responsible for the planning and deploying the specific actions defined under the task.
Project Communication Officer	PCO	Responsible for external communication activities.
Training Harmonisation	TH	Responsible for ensuring harmonised training offering based on the complementarity among partners' skills. POLIMI will serve as TH.

5.2 General Assembly (GEA)

The GEA consists of management-level representatives from all consortium partners, each having one vote. This ensures ownership of the results and proves the commitment on all sides. It is chaired by the Project Coordinator. The GEA is the project's highest decision-making body. The GEA will be called regularly (see Table 2 for the occurrences).

It will assume overall responsibility for project conformance to the contract. The GEA deals with contractual issues escalated to it, or issues requiring GEA confirmation and/or voting according to the consortium

agreement. The GEA ensures that the partners give continued support and adequate resources to the project, promotes the results of the project, and acts as the final level of escalation should serious conflicts arise during the project. In particular, the GEA is responsible for:

- Major changes (amendments) to the consortium, work plan, or budgets, especially if requiring EC approval.
- Review, quality check, and approval of project deliverables and, more in general, of any public output
- Guaranteeing the confidentiality of internal project results/outputs designated as restricted to the consortium.
- Establishing a controlling and reporting system for resource consumption and progress against schedule.
- GEA delegates, as representatives of consortium partners, are responsible for: 1) Submission of correct financial and administrative data to the Project Coordinator, 2) Commitment of their own organisations, including financial matters and management of their internal resources.

The role, decision responsibilities and powers of the GEA are specified in the Consortium Agreement.

5.3 Project Coordinator (PC)

The PC will cooperate and exchange information with the project management (PM) to guarantee the correct delivery and reporting of the project.

The PC is responsible for the management and coordination of the entire project. The PC also chairs and ensures proper operation of the key consortium bodies GEA and PEC. The PC reports to the GEA. Responsibilities include:

- Execution of all project obligations vis-à-vis the Agency, including submission of project deliverables.
- Acting as the intermediary between the partners and the EC / Project Officer (PO).
- Calling PEC / GEA meetings, informing and chairing PEC and GEA.
- Resolution of financial and contractual issues.
- Overseeing the implementation of administrative processes.
- Organising the consortium or General Assembly meeting in presence or online.

As the official interface between the consortium and the EC, the PC monitors project activities, maintains an up-to-date view of progress and will, where appropriate, suggest changes to the original work plan to ensure achievement of project objectives. The PM will support the PC in ensuring all administrative objectives and obligations are met. To meet the scientific and technical goals, the PC is supported by WP Leaders in the context of the PEC.

5.4 Project Manager (PM)

The PM will work closely with the PC function and ensure that the Project Coordinator receives all necessary support in coordination matters and, in particular, regarding annual cost statements, payments, budget allocations and audit certificates from each partner at the time of financial reporting. In addition, the PM is responsible for the following activities:

- Dealing with all administrative issues arising in the project, including data collection from partners
- Preparing meetings with the project consortium, ensuring minutes are taken and approved.



- Supporting communication with the EC in general, and with respect to the preparation of review meetings, and the submission and approval of deliverables.
- Financial Control: monitoring Financial Statements, feedback to the partners and the PC.
- External relations: receive external requests and questions on the project, provide interested parties with information issued by the project, follow up on cooperation with other projects, track events connected with relevant stakeholders and international forums.

5.5 Project Executive Committee (PEC)

The PEC is the project's driving force for project activities. It is chaired by the PC, reports to the GEA and is composed of WPLs. WP Team members, QM, IM and the Quality Experts will be invited, in case their expertise is required. The PEC oversees project progress and in particular:

- Implementation of all action plans.
- Coordination of work package dependencies.
- Maintaining communication and ensuring reporting.
- Providing guidance on Intellectual Property issues.
- Supporting implementation of the quality assurance system.
- Ensuring guidance on ethical and (legal) data protection issues is followed.
- Creation of efficient team structures.
- Establishing flexible and effective communication, and an appropriate meeting schedule.

5.6 Quality Manager (QM)

The QM is responsible for defining the Quality Assurance Plan and its implementation by all partners. The QM will manage and coordinate the procedures to assess the quality of project deliverables and learning content for the short-term training programmes, appointing peer reviewers from the partners' staff to support the process.

5.7 Work Package Leaders (WPLs)

Work Package Leaders are responsible for managing their WP as a self-contained entity, as well as managing interfaces to other WPs through the PEC. WPLs coordinate, monitor, and assess the progress of the WP to ensure that output performance, budget, and timelines are met. Their responsibilities include:

- Production of project deliverables according to defined quality processes.
- Monitoring the risks identified in the proposal, identifying new risks to report to the Project Manager and complying with risk mitigation plans.
- Reporting quality issues and status to the Quality Manager.
- Achievement of the technical objectives of the project in their domain.
- Ensuring conformance of WP results with requirements of succeeding work packages



5.8 Task Leaders (TLs)

Task Leaders are responsible for managing their tasks as a self-contained entity, and in relation to other tasks part of the Work Package and of the project. Their responsibility includes:

- Plan and deploy the activities related to the task in accordance with the project timeline.
- Contribute to the deliverables connected to their tasks.
- Identify and flag to the WPLs about any task-related risks while proposing mitigation actions.

5.9 Project Communication Officer (PCO)

PCO will manage and coordinate all dissemination and outreach activities within the CYCERONE project. The PCO will act as the single point of contact for partners for communication-related topics and will lead the communication and update meetings with partners to align on dissemination activities.

5.10 Training Harmonisation (TH)

The Training Harmonisation will be responsible for ensuring harmonised training offerings based on the complementarity among partners' skills.

5.11 Project Contacts list

In order to streamline communication and foster collaboration, a comprehensive contact list for the project is available. This list serves as a centralised repository of essential contact information for all individuals involved. The contact list is a vital tool for efficient communication, ensuring that team members can readily connect with each other as needed. The contact list is carefully built to include key details such as names, roles in the project, email addresses, and (optionally) relevant contact numbers. This information is pivotal for facilitating quick and effective communication within the project team. The list is available and regularly updated to reflect any changes in personnel or contact details.

To enhance accessibility and ensure that all project members can readily access the information they need, the contact list is securely stored in a shared file within the project repository ([Contact List - CYCERONE.xlsx](#)). This centralised location promotes transparency and collaboration, as the most up-to-date contact details are readily available to everyone involved in the project. The shared file containing the contact list is accessible to all project members, fostering a collaborative environment where communication barriers are minimised. This accessibility ensures that team members can quickly and easily reach out to the relevant stakeholders without unnecessary delays.

5.12 Preparation and organisation of meetings

Meeting preparation and organisation are described in the Grant Agreement (GA) agreed upon by all project participants. Below is an extract of the relevant information regarding the meeting described in the GA.

5.12.1 Convening Meetings

As described in the project Grant Agreement, the following meetings will be held regularly.



Table 2: List of recurrent meetings

	Ordinary meeting	Extraordinary meeting
General Assembly (GEA)	Four meetings: 1 st - within first three month of year 1, 2 nd - within second half of year 2, 3 rd - within second half of year 3,	At any time upon request of the Project Executive Committee or 1/3 of the Members of the General Assembly
Project Executive Committee (PEC)	Monthly teleconferences. Face-to-face meeting organise every 6 months: in March and September of each project year.	At any time upon request of any Member of the General Assembly
General Assembly and Project Executive Committee	GEA and PEC will meet jointly at the beginning of the project for detailed strategy and planning.	
Work Package (WP)	Monthly for each WP.	At any time upon request of any Member of the WP or Project Coordinator

5.12.2 Notice of a meeting

The chairperson of a Consortium Body shall give written notice of a meeting to each Member of that Consortium Body as soon as possible and no later than the minimum number of days preceding the meeting as indicated below.

Table 3: Schema of notice period for meetings.

	Ordinary meeting	Extraordinary meeting
General Assembly	30 calendar days	14 calendar days
Project Executive Committee	7 calendar days	4 calendar days
WP	7 calendar days	4 calendar days

5.12.3 Sending the Agenda

The chairperson of a Consortium Body shall prepare and send each Member of that Consortium Body an agenda no later than the minimum number of days preceding the meeting as indicated below.

Table 4: Agenda anticipation for project meetings

General Assembly	10 calendar days, 7 calendar days for an extraordinary meeting
Project Executive Committee	3 calendar days
WP	3 calendar days



5.12.4 Minutes of Meetings

The chairperson of a Consortium Body shall produce minutes of each meeting, which shall be the formal record of all decisions made. He/she shall send the draft minutes to all Members within 5 calendar days of the meeting. Members have 3 calendar days after receiving the minutes to object to their accuracy. If no written objections are sent to the chairperson within this period, the minutes will be considered approved. The chairperson shall send the accepted minutes to all the Parties and the Coordinator, who shall retain copies.

5.13 Decision Making Process

The decision-making process and the agreement on how to solve potential conflicts are described in the Grant Agreement agreed upon by all project participants. Here is an extract of the relevant information regarding the decision-making process.

5.13.1 Decision Process

Decisions will be made by the responsible team members, and organisation bodies based on the Description of Action (DoA) to be performed, as stated in the Grant Agreement, the Consortium Agreement, the DoA and the individual Work Package plans. In case there is a dispute between two or more team members, an agreement will be sought by informal communication. The conflict resolution procedure will be resorted to if no agreement is reached.

5.13.2 Conflict Resolution

Agreement on any issue with divergent views is usually to be reached through informal contact. This is to be followed by confirmation via email or in agreed written minutes for substantial issues. In some cases, the agreement may take the form of a short statement or report signed by those responsible. Technical issues/conflicts within given contractual commitments that do not involve a change of contract, a change of budget and/ or a change of resources/ overall focus will be discussed/ solved at the WP level first. Where a potential conflict is identified, the appropriate WPL will attempt to mediate between the parties. The PC must be informed if the solution affects the work plan and expected results or if no resolution is reached. In the latter case, the PC will make every effort to mediate, if necessary, involving other members of the PEC. Should the PEC not solve the conflict, the issue is referred to the GEA. The GEA will attempt to reach a unanimous decision in all cases. Should a consensus not be achieved, decisions will be reached by a simple majority vote, each delegate having one vote. Should this mechanism not resolve a conflict, the project coordinator will make a final decision on the matter after coordination with the EC PO. GEA delegates will ensure that decisions taken at the GEA are carried out by the participants they represent.

5.13 Project Workplan and Implementation

CYCERONE is broken into 4 WPs, each of which contains a set of associated and related tasks. The overall WP plan has been agreed upon by all parties that implement a commonly agreed work plan, deliverables, and milestones. The interlinkages and relationships between WPs are illustrated below.

In the CYCERONE project, the responsibilities and interfaces of the Work Packages (WPs) are structured as follows:

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- **WP1:** WP1 undertakes the crucial tasks of technical and scientific coordination as well as administrative and financial management. This work package ensures that quality control mechanisms and reporting procedures are applied effectively. WP1 is also responsible for managing and monitoring all project activities, including the enrolment of trainees and trainers.
- **WP2:** The responsibility of WP2 is centred around marketing and dissemination. This work package focuses on ensuring that the project's results and outputs, particularly those related to the course content creation and delivery of WP4.
- **WP3:** This package plays a crucial role in the project, allowing the design preparation work that gives ground to the education programmes provided and the setup of the platform.
- **WP4:** This work package is focused on course content creation and delivery of the self-standing learning modules on Cybersecurity in all EU learning languages.

These work packages are interconnected, each playing a vital role in the overall success of the CYCERONE project.

5.13.1 Work Plan

A full description of the work plan, including Work Package tasks, deliverables and associated milestones, is available in the Grant Agreement Annex 1. This will be used as the main reference point for the project. As a reminder, the project’s timetable of WPs and Tasks is available just below.

	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	M13	M14	M15	M16	M17	M18	M19	M20	M21	M22	M23	M24	M25	M26	M27	M28	M29	M30	M31	M32	M33	M34	M35	M36											
1 Project management and platform administration																																															
T1.1 Operational, administrative and financial management	MS1	D1.1																																													
T1.2 Quality assurance	D1.3																																				D1.5										
T1.3 Enrollment of trainees and onboarding of trainers																		MS2											D1.4																		
T1.4 Data management, ethical and legal issues	D1.2																																				D1.6										
2 Marketing and dissemination																																															
T2.1 Marketing and promotion activities	D2.1		MS3																																												
T2.2 Dissemination and communication activities													D2.2	MS14												D2.3									MS4	D2.4											
3 Platform design and setup																																															
T3.1 Design of the education programmes, modules and units format													MS5	D3.6																					D3.1												
T3.2 Set-up of the platform: governance and operations													D3.2																																		
T3.3 Connection of the platform to the EU Cybersec Ecosystem for cross-fertilisation													MS6																				D3.3														
T3.4 Architecture and deployment on digital platform																									MS7										D3.4												
T3.5 Platform business model and long-term sustainability and integration in the EU Cybersecurity Skills Academy																																					D3.5										
4 Course content creation and delivery																																															
T4.1 Skills-gap definition and continuous monitoring													MS8		D4.4																					D4.1											
T4.2 Cybersecurity programmes, modules and units concept, content harmonization and continuous update													MS9		D4.5																					D4.2											
T4.3 Delivery of trainings																																				MS10	MS11										
T4.4 Customization of learning paths																		MS12																													
T4.5 On the job trainings																												MS13									D4.3										

Figure 2: CYCERONE’s timetable

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5.13.2 Project Deliverables

All project deliverables are associated with a specific work package task. It will be the responsibility of the task lead to co-ordinate the drafting of the deliverables and ensure the inputs of other partners where necessary.

Table 5 provides an overview of all the deliverables, the lead partner and the deadlines for internal review and submission to the Commission.

Table 5: List of deliverables

N°	Name	WP n°	Lead beneficiary	Type	Dissemination level	Due date
D1.1	Project Management Handbook	WP1	EITD	R	PU	M3
D1.2	Data Management Plan	WP1	EITD	R	PU	M3
D1.3	Quality Assurance Methodology	WP1	EITD	R	PU	M5
D1.4	Enrolment – Platform launch report	WP1	EITD	R	SEN	M26
D1.5	Quality Assurance Methodology Application	WP1	EITD	R	PU	M36
D1.6	Data Management Plan – final version	WP1	EITD	R	PU	M35
D2.1	Marketing and Dissemination Plan	WP2	TAG	R	PU	M3
D2.2	First-year report on the marketing and dissemination activities	WP2	TAG	R	PU	M13
D2.3	Second-year report on the marketing and dissemination activities	WP2	TAG	R	PU	M25
D2.4	Third-year report on the marketing and dissemination activities	WP2	TAG	R	PU	M36
D3.1	CYCERONE platform concept and course format offering	WP3	POLIMI	R	PU	M36
D3.2	CYCERONE platform governance and operational model	WP3	EITD	R	PU	M14

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N°	Name	WP n°	Lead beneficiary	Type	Dissemination level	Due date
D3.3	Connection to the EU ecosystem report	WP3	DE	R	PU	M36
D3.4	Digital platform and user manual	WP3	EITD	DEM	PU	M36
D3.5	CYCERONE platform business model and business plan	WP3	EITD	R	PU	M36
D3.6	CYCERONE platform concept and course format offering – intermediate version	WP3	POLIMI	R	PU	M16
D4.1	Skills Gap Report	WP4	RTU	R	PU	M36
D4.2	CYCERONE list of courses and associated contents	WP4	POLIMI	R	PU	M36
D4.3	On-the-job training impact report	WP4	TAG	R	PU	M36
D4.4	Skills Gap Report – intermediate version	WP4	RTU	R	PU	M16
D4.5	CYCERONE list of courses and associated contents – intermediate version	WP4	POLIMI	R	PU	M16

5.13.3 Project Milestones

Table 6: List of milestones

N°	Name	WP n°	Lead beneficiary	Due Date
MS1	Kick-off meeting	WP1	EITD	M1
MS2	Completion of the enrolment process of trainees for the first release of the training programmes, units and modules.	WP1	EITD	M18
MS3	Website launch	WP2	TAG ITALIA	M5



N°	Name	WP n°	Lead beneficiary	Due Date
MS4	Completion of the planned Marketing, Communication and Dissemination activities	WP2	NTUA	M35
MS5	Design of the education offering in terms of programmes, units and modules	WP3	POLIMI	M13
MS6	Connection of the CYCERONE platform to the EU ecosystem	WP3	DE	M13
MS7	Digital architecture validation of the platform	WP3	EITD	M24
MS8	Skills gap first release	WP4	RTU	M14
MS9	Platform course content first release	WP4	POLIMI	M14
MS10	Delivery of trainings on the digital platform	WP4	EITD	M36
MS11	Delivery of training on existing EU channels	WP4	ULusofona	M36
MS12	Learning paths options	WP4	EITD	M18
MS13	Definition of on-the-job training modules for enrolled trainees	WP4	TAG ITALIA	M23
MS14	Promotion of the platform contents and enrolment opening	WP2	TAG ITALIA	M14

6. Project Reporting

6.1 Formal Reporting to EC

Formal reporting to the EC is due 18 and 36 months after the project started. The Project Coordinator (EITD) takes care of checking on a daily basis the F&T Portal. Reporting is carried out using the online platform provided by the EC, which specifies the required contents: a periodic technical report and a periodic financial report. These reports are required within 60 days of the end of the period.

Work Package leads are expected to contribute to the technical report, with input from all partners as needed. All funded partners must provide an individual financial statement detailing their eligible costs for the period.

The interim reporting to the EC will happen in the following periods:

- From month 1 to month 18 (January 2025 – June 2026)
- From month 19 to month 36 (July 2026 – December 2027)

As described in the project's Grant Agreement, these periods will be reported within 60 days after the period termination date.

6.2 Internal Reporting

In parallel with the formal reporting to the EC, all partners will share interim information regarding efforts, expenses, and achievements in an internal report. The internal reporting process will be aligned with the formal reporting to the EC and will allow the Coordinator in coordination with all the partners to:

1. Collect information from all partners regarding work performed on the project, as well as results and impacts achieved.
2. Collect from all partners their financial statements forecast for the reporting period.
3. Compare project achievements with resource consumption and confront them with the project plan.
4. Share main findings regarding project execution with all partners.

This internal reporting process will then ease the formal reporting process by all partners and the production of a consolidated report for the project to be formally submitted to the EC during the interim reporting phases. It will also permit the project Consortium to provide the best representation of the project's efforts and achievements.

The internal reporting will work on the same information to be collected and shared for the formal reporting to the EC, including:

- Brief written reports of the activities of the partner per work package.
- Updates on work on deliverables, risks, problems, and planned activities.
- A summary of meetings attended.
- Expenses and financial activities.

A template that can support the reporting of this information is provided in Appendix A of this project handbook. The document can also be found on the WP1 workspace of the CYCERONE SharePoint. When requested, all participants must use this template for the reporting to ease data reconciliation and correct reporting to the EC.

Moreover, core partners which lead work packages are asked to provide updates per task and an overview of the status of the deliverables and milestones. This will enable the PC to track effort and spending against the plan and to detect any deviations early. The reporting of the activities in the different WP will be done during the monthly PEC meetings and will be registered in the minutes for such meetings. All online meetings take place on Teams.

The project's milestones (listed in Table 6) mark the completion of the significant activities of the project and are defined in the Grant Agreement. It is, therefore, important to report them in a timely fashion. Since each milestone is associated with one or more work packages, it is the responsibility of the Work Package leads to report to the PC on the achievement of the milestone when it becomes due (and not waiting for the periodic report to the EC). The PC will work with the PEC to ensure the reporting of milestones.

Regarding reporting for expenses and financial activities, this can include:

- The staff effort (person-months) expended in the preceding three months.
- A summary of all personal costs.
- A summary of non-staff expenses such as travel, workshop costs, etc.

A template for reporting this information is provided in Appendix B of this project handbook. The document can also be found on the WP1 workspace of the CYCERONE SharePoint. All participants must use this template for the reporting to ease data reconciliation and correct reporting to the EC. Project partners are free to use their own forms but must keep in mind to include all the requirements stated in the instructions section of the template.

7. Working Methods

With a high number of partners involved in the CYCERONE project, working methods to facilitate communication and project documentation that is managed and made available to all partners appropriately are of central importance. The communication tools and working methods introduced in the following sections will contribute to a working environment in which project members can collaborate and work in the most efficient way.

7.1 Internal communication

Communication within the project will happen through different channels. Whilst face-to-face meetings will be held on a regular basis yet with a relatively low frequency, there are several virtual communication channels through which project members, including advisory bodies and WP teams, can communicate on a daily basis.

7.1.1 Communication platform

The platform used to support internal project communication is Microsoft Teams. In the Teams instance of EITD, a specific space has been created for the CYCERONE project. This space enables users to have private conversations via real-time messaging, start, follow, or contribute to discussions on the discussion platform, share documents, and link documents saved in SharePoint ([Cycerone Project Management | General | Microsoft Teams](#)).

Next to the project-wide environment, there are also team environments for each work package. If needed, project members can set up additional channels, for instance, if completing deliverables or milestones requires collaboration between WPs. All project members have access to all teams and documents unless specifically restricted.

Members new to the project will be contacted by the PM to get an invitation to join the CYCERONE Teams. To join WP teams, project members are asked to contact the WP leaders of the respective WP.



7.1.2 Video conferences

Microsoft Teams is used as conferencing software for online meetings. Video conferences of managing bodies (such as the GEA, the PEC or WPL meetings) are held on Microsoft Teams.

7.1.3 Face-to-face meetings

Plenary meetings of the whole project will occur three times throughout the project's lifetime: at the beginning (kick-off meeting) and annually up to the end of the project. Every six months, the members of the PEC will meet face-to-face to discuss advancements in the project and potential risks or issues. Smaller face-to-face meetings will be arranged back-to-back with major events. Additional face-to-face meetings will be undertaken on a work package or cross-work package basis, or for other purposes as needed.

7.2 Document sharing and storage

The PC arranges for the project's own Microsoft Teams workspace. Documents shall be stored, shared, and collaboratively worked on in SharePoint and connected to the MS Teams workspace. All documents created and uploaded there will have CYCERONE as the document owner, which ensures that all documents produced for CYCERONE will be owned by the project. Project members get access to the project Team via Microsoft-associated personal or institutional email addresses.

7.3 Presentations

All presentations prepared for and given at internal meetings, such as face-to-face meetings and side meetings at conferences, will be stored in the CYCERONE SharePoint. Specificities about the presentation and formal content of external presentations will be covered in D2.1 "Marketing and Dissemination Plan".

8. Quality Control

With regards to the quality assurance and monitoring, the Quality Manager (QM) will be responsible for establishing and guiding the implementation of quality assurance procedures. Quality processes include the timely completion and review of all technical achievements (deliverables, milestones) compared to the original time plan, as described in the Grant Agreement contract, and learning content for the course content. The Quality Assurance Methodology and application in the first year will be reported in D1.3. Key learnings and improvements to the quality control methodology will be closely monitored.

The QM will ensure that the periodic activity, deliverables, management, and final project reports are completed and of high quality in accordance with the work plan. Additionally, the QM will keep the PEC informed on the status of all active quality processes and raise any issues requiring remedial action. As needed, the QM takes part in PEC meetings as required and reports directly to the GEA.

Additionally, the QM will ensure that the learning content used by the training providers is of high quality. The QM will keep the relevant WP Leaders and Task Leaders updated on the development status of the short-term training programmes from each training provider and raise any issues requiring urgent action.

The definition of an effective quality monitoring system and mechanism will allow for monitoring the phases of the project, to understand if the project is proceeding as planned and to anticipate problems instead of solving them afterwards. The quality control mechanism will overlook the project deliverables production and learning content production, relying on the expertise of the QM.

The procedure that will be followed to prepare deliverables and produce the learning content was agreed upon at the very beginning of the project. Before submission or publication, each project deliverable and learning content is reviewed by a Lead Reviewer and the PM.

8.1 Deliverables

In this section the correct form of drafting the deliverables are specified, to ensure the quality of all project deliverables in adherence to the following conventions.

8.1.1 Template

CYCERONE project deliverables will all use the deliverable template in MS Word, which will be available in the project SharePoint.

8.1.2 File Naming Convention

Deliverables will use a file name convention as follows:

- The deliverable number
- The name of the deliverable (with underscores instead of spaces);
- The name of the project, after a dot
- The version number, after a dot

For example, this deliverable would be:

D4.1_Project_Management_Handbook.CYCERONE.v0.1.docx

8.1.3 Internal review

All deliverables will be subject to an internal peer review. The detailed review process is described in D1.3 Quality Assurance Methodology.

Reviewers will be appointed from within the consortium for each deliverable. It will be their responsibility to review the deliverable in accordance with the review criteria.

The task leader will be responsible for ensuring the deliverable is submitted to the coordinator at least 2 weeks before the deliverable is due for submission to ensure this process.

Reviewers will provide feedback one week after this date. Task leads will have one week to finalise the report and deliver it to the coordinator 1 day before the submission deadline.

Before submission or publication, the QM will review each project deliverable and learning content.



8.1.4 Version Control

All deliverables will contain a version control table outlining changes made to the document, as shown in Table 7

Table 7: Versioning and contribution history table

Version	Date	Authors	Notes
0.1	06/02/2025	Name Surname (PRTNR)	Draft version.

9. Visibility – European flag, funding statement, and project logo

As per Grant Agreement Article 17, all communication activities of the partners related to the CYCERONE project (including media relations, conferences, seminars, and information material, such as brochures, leaflets, posters, presentations, etc., in electronic form, via traditional or social media, etc.), dissemination activities and any infrastructure, equipment, or significant result funded by the grant must acknowledge EU support and display the European flag (emblem), the project logo, and funding statement or disclaimer (translated into local languages, where appropriate). The emblem must remain distinct and separate and cannot be modified by adding other visual marks, brands or text. Apart from the emblem, no other visual identity or logo may be used to highlight the EU support.

The disclaimer reads as follows: “Co-funded by the European Union under GA n°101189986. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or HaDEA. Neither the European Union nor the granting authority can be held responsible for them.”

The EU emblem and CYCERONE logos are available to download on the SharePoint of partners under folder WP2. Marketing and dissemination.



Appendix A – Template for progress report

CYCERONE Quarterly Progress Report

[PARTNER NAME]- M# to M#

TECHNICAL PROGRESS	
How are you progressing with your work? (Please provide a short overall impression of the progress of your work – max 5 lines).	
Please outline the contribution you made to work package(s) (WP) in the last month (max 3 items).	
WP1	
WP2	
WP3	
WP4	
Please outline the contribution you foresee making over the next month (max 3 items).	
WP1	
WP2	
WP3	
WP4	
Are you encountering or do you anticipate problems achieving formal results/deliverables?	
WP1	
WP2	
WP3	
WP4	
Are you encountering or do you anticipate problems fulfilling your informal commitments? (For example, providing informal input for other work packages)	
Are you encountering or do you anticipate problems meeting your deadline (are you running into time problems?)	
Are you encountering or do you anticipate any budgetary problems (person month allocation and financial budget)?	
Meeting participation and event attendance (please describe all meetings or events participated by some partner member for the interest of the project):	



Appendix B – Template for reporting expenses

The collection of data regarding PM allocation and expenses will happen quarterly with a declaration from all participant partners. The collection of this data will occur via an exchange of an Excel table from all project participants with the PM, after his/her request. The Excel template can be found on the CYCERONE Project SharePoint on Microsoft Teams.

The information collected will be the following:

CYCERONE Quarterly Expenses Report

[PARTNER NAME]- M# to M#

INTERNAL MANPOWER				
Employee Name	Activity / Task	PMs	Monthly rate	Activity / Task Description
Name Surname	WP# - T#.#	# PM	€ ###,##0.00	Task description.

OTHER COSTS (including Travel and Subsistence)			
Activity / Task	Cost Type	Amount	Cost Description
WP# - T#.#	Travel and Subsistence / Other goods, works and services	€ ###,##0.00	<p>Description of the cost.</p> <p>For travel and subsistence: name of person travelling, date and destination and purpose of travel.</p> <ul style="list-style-type: none"> For Other goods, works and services: description of the good, work or service, cost/value and date of invoice.



References

- [DIGITAL] <https://digital-strategy.ec.europa.eu/en/activities/digital-programme>
- [CYCERONE] <https://eitictlabs.sharepoint.com/sites/Cycerone>

Glossary

Community	A group of users, organised with a common purpose, and jointly granted access to resources. It may act as the interface between individual users and the resources. (see also [WISE-SCI])
EC	European Commission
EIT	European Institute of Innovation and Technology
KIC	Knowledge and Innovation Community
GA	Grant Agreement
GDPR	General Data Protection Regulation
R&S	Research and scholarship