



# EU-HYBNET

## DEFINITION OF THE ELIGIBILITY CRITERIA FOR NEW EXTENDED EU- HYBNET NETWORK ACTORS

DELIVERABLE 1.7

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## D1.7 DEFINITION OF THE ELIGIBILITY CRITERIA FOR NEW ACTORS

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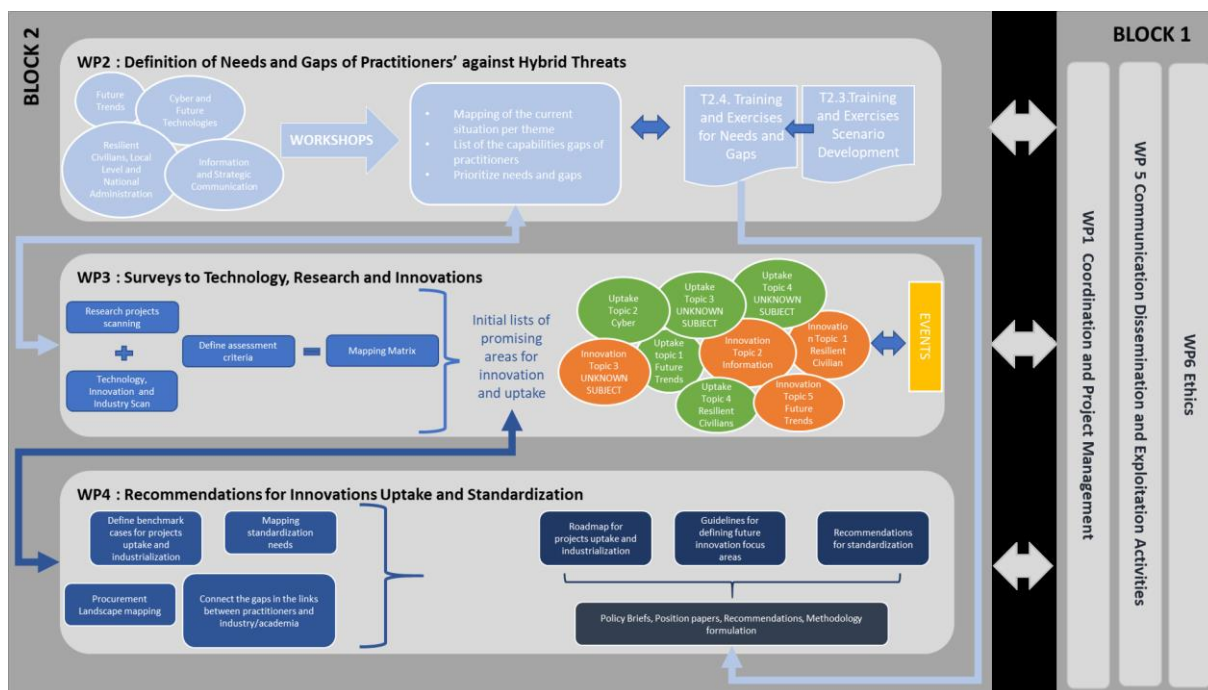
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## 1. INTRODUCTION

### 1.1 OVERVIEW

The definition of the eligibility criteria and accession process for new members to the Pan-European Network to Counter Hybrid Threats (EU-HYBNET) are essential steppingstones for the development of the network. This deliverable (D) 1.7 “Definition of the Eligibility Criteria for New Actors” concretely initiates EU-HYBNET project Task (T) 1.3 “EU-HYBNET Community Extension”. The Consortium to date comprises 25 partners, covering 14 European Union (EU) Member States (EU MS) - 12 practitioner partners from 10 EU MS and 13 partners representing SMEs, industries, academia and the private sector, covering an additional 4 EU MS. The EU-HYBNET Stakeholder Group (SG) consists currently of 16 members. The new accepted network partners will join the SG, forming the extended EU-HYBNET network. The extended network and the consortium partners together form the EU-HYBNET network.

The importance of Task (T) 1.3 “EU-HYBNET Community Extension” as part of Work Package (WP) 1 “Coordination and Project Management” is critical for the whole success of the project. The importance of WP1 is to contribute to all other WPs success and to fuel their activities. The link between WP1 to other EU-HYBNET WPs is highlighted in the picture below. In addition the importance of T1.3 and the D1.7 is shown in the project milestones (MS). In short, MS3 “Definition of the eligibility criteria for new extended EU-HYBNET Network actors” is dedicated for D1.7 and hence highlights the documents and T1.3 activities strong importance to the project proceeding.



**Figure 1: EU-HYBNET Work package structure**

The EU-HYBNET will build a network eco-system spanning from the grass roots level to international actors. The project will include actors in the fields of comprehensive security at

local, regional, national and international levels across the EU: practitioners, members from industry, SMEs, Academia, NGOs, and other actors relevant to counter hybrid threats in the EU and the EU Associated Countries (AC)<sup>1</sup>. EU-HYBNET follows the European Commission definition of practitioners which states that “A *practitioner is someone who is qualified or registered to practice a particular occupation, profession in the field of security or civil protection*”.<sup>2</sup> In addition, practitioners in the hybrid threat context are expected to have a legal mandate to plan and take measures, or to provide support to authorities countering hybrid threats. In addition, according to the EU-HYBNET Description of Action (DoA) document practitioners are categorised as follows: I) *ministry level* (administration), II) *local level* (cities and regions), III) *support functions to ministry and local levels* (incl. Europe’s third sector).

Because EU-HYBNET is a Network of Practitioners (NoP) -project, the practitioners are having a key importance in the network as new members. EU-HYBNET includes practitioner partners from all of the three abovementioned levels and, in keeping with the Commission practitioner definition above and the demands of the Horizon2020 General Matters (GM)-01-2019 call, where EU-HYBNET is funded, EU-HYBNET’s primary focus will be on civilian security issues. In addition, the varied backgrounds of practitioner partners will allow them to make unique contributions to the project. The cooperation between practitioners and industry, SMEs, academics and NGO’s is in the core of the project because EU-HYBNET is a Coordination and Support Action (CSA) project.<sup>3</sup>

The extended network is designed to expand yearly by a minimum of 30 new members. These members will enrich the analysis at the core of the project with their specific professional insight, expertise and support. The philosophy of the network is to continuously enrich membership, perspectives and policy-relevant outputs – not only throughout the course of the project span, but also beyond, as a dynamic and sustainable network of partners. The extension of the network and its sustainable existence is a project requirement. The careful review and selection of new members is grounded in the need for convergence, as after the project’s completion, the European Centre of Excellence for Countering Hybrid Threats (Hybrid CoE) will sustain in some form the EU-HYBNET network, and make use of its various platforms. This will ensure that network activities will have an impact beyond the five-year project span.

Specifically, the gaps and needs analysis in EU-HYBNET Task (T) 2.1 “Needs and Gaps Analysis in Knowledge and Performance” and T2.2 “Research to Support Increase of Knowledge and Performance”, which is at the core of the project proceedings, will be conducted jointly with the project consortium partners and members of the extended network. This represents a methodological measure of the project to expand the scope of activities and increase the

<sup>1</sup> The following countries are associated to Horizon 2020: Iceland, Norway, Albania, Bosnia and Herzegovina, North Macedonia, Montenegro, Serbia, Turkey, Israel, Moldova, Switzerland, Faroe Islands, Ukraine, Tunisia, Georgia, Armenia.

<sup>2</sup> <https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/support/fag;keywords=/3156>

<sup>3</sup> [https://ec.europa.eu/research/participants/data/ref/h2020/other/wp/2018-2020/annexes/h2020-wp1820-annex-d-csa\\_en.pdf](https://ec.europa.eu/research/participants/data/ref/h2020/other/wp/2018-2020/annexes/h2020-wp1820-annex-d-csa_en.pdf)

number of participating actors, thereby **empowering the European network in the fight against hybrid threats**. The collaborative and consultative nature of the gaps and needs collection process is hence likely to insure convergence members' point of view and a standardized, integrated expression of their needs for knowledge and innovation. All project activities will also be planned and conducted in a manner that supports ways of finding and attracting new and potentially valuable European actors (practitioners, industry, SMEs and academic actors, NGOs) to the European Network to counter hybrid threats. The eligibility criteria will be a guiding element in designing the project activities, as they define the nature of the new members.

The main objective of this document is to establish the process and means by which new members will be assessed and selected for the EU-HYBNET network. The document defines eligibility criteria in form and substance which will become prerequisite for the accession of new members to EU-HYBNET network. This document will stress the link between the eligibility criteria for prospective applicants and the extension dynamic of the network. The eligibility criteria laid out in this deliverable aim to contribute to a fluent working dynamic in the long term, setting the conditions for sustained policy-relevance of EU-HYBNET's output. This document also lays out the accession process jointly managed by the EU-HYBNET Project Management Board (PMB) and the Hybrid CoE. The accession process will weigh the degree to which prospective applicants fulfil the criteria for accession.

A few caveats were taken into account while elaborating the eligibility criteria. The project's Description of Action (DoA) insists on the project four core themes maintenance throughout the project. The project four core themes are: "Future Trends of Hybrid Threats", "Cyber and Future Technologies", "Resilient Civilians, Local Level and National Administration", "Information and Strategic Communication". The criteria were therefore laid out with a view to secure and channel a working dynamic especially through the four core themes.

The EU-HYBNET Network extension is to be thought with a view to a wider European perspective, especially considering the European Commission Community of Users (CoU) activities as well as other institutions and bodies in keeping with the EU-HYBNET Description of Action (DoA). This entails a clear dynamic of policy-relevance that the network is expected to produce. The definition of eligibility criteria aim at a thematic and incremental approach driven by a continuous aim for policy relevance. The present document lays out 3 criteria: field relevance and expertise, and network ability, in addition to essential requirements.

## 1.2 STRUCTURE OF THE DELIVERABLE

This document includes the following sections, excluding the introductory and concluding sections:

- **Section 1:** network extension rationale for a sustained and policy-relevant dynamic;
- **Section 2:** eligibility criteria;
- **Section 3:** accession process;
- **Section 4:** relevant project objectives and KPIs;
- **Section 5:** summary of D1.7 and description of future activities.



## 2. EU-HYBNET EXTENDED NETWORK: RATIONALE

### 2.1. NETWORK EXTENSION

The EU-HYBNET Description of Action (DoA) document lays out that the development of the network responds to the objective of improving and maintaining a higher level of resilience against hybrid threats, especially within the project four project core themes. The eligibility criteria, especially when it comes to the substantial criteria were thought out with a view to articulating the network extension and sustain the working dynamic within the four core themes. The development of the network will engender a considerable densification and complexification of work proceedings within the four project core themes. **The substantial eligibility criteria were mainly laid out with a view to enabling this productive complexification of the core themes' proceedings as well as maintain an optimal level of communication, cooperation and interoperability between network actors.**

It is important to keep in mind that EU-HYBNET is the European Commission (EC) "Network of Practitioners" (NoP) project and hence the practitioners are in special focus, though access to the network is not limited to this category only. Furthermore, the membership in the EU-HYBNET network is free of charge during the EU-HYBNET project. A network member may resign from the EU-HYBNET network any time during the project. Network membership entails following the rules of Horizon2020 projects and Horizon2020 projects code of conduct.

### EU-HYBNET Network extension 2020 ➔

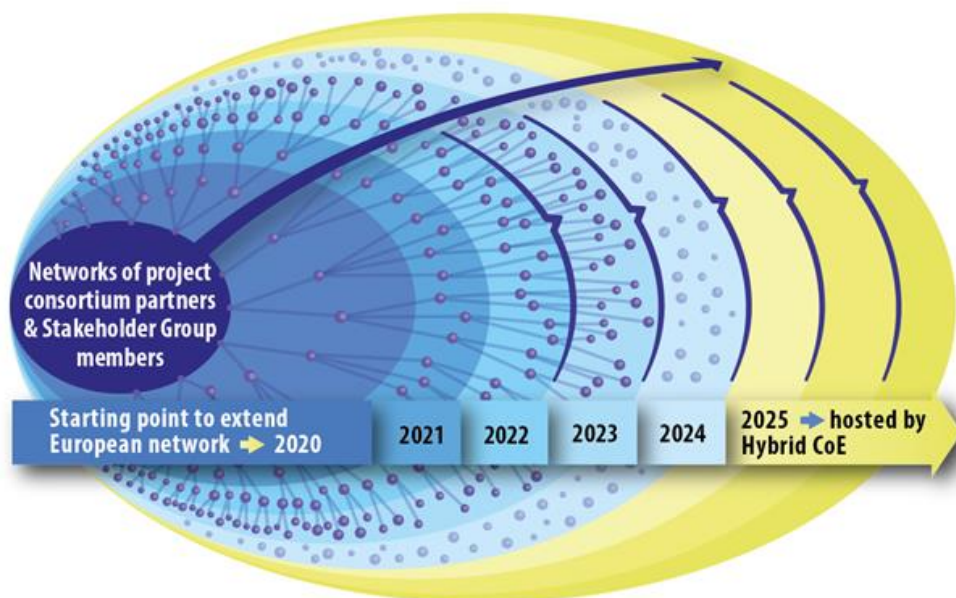


Figure 2: EU-HYBNET network extension 2020-2025



## 2.2. SUSTAINMENT AND VITALITY

The development and expansion of the extended network is not an end in itself. The DoA lays out a generic goal for network extension to reach a higher degree of resilience through the link between the network and the Hybrid CoE. Furthermore, networks resulting from EU-HYBNET will be steered, managed and animated by the Hybrid CoE after the Horizon2020 funded EU-HYBNET project ends. **The network is therefore be developed to meet the requirements of the project but also with the objective of creating a sustainable working dynamic and the utility of the network to the Hybrid CoE Memorandum of Understanding mandated requirements beyond 2025.**

## 2.3. CREATING A POLICY-RELEVANT WORKING DYNAMIC

Creating a policy-relevant working dynamic in EU-HYBNET is the core rationale for network extension and sustainment through the four core themes. The criteria of field relevance and expertise as well as network ability directly seek to contribute to a diverse and inclusive basis for policy-relevant outputs.

The criteria lay out a sound basis for the sustainability of EU-HYBNET, especially to the extent that those criteria are tied to the working methodology of the project four core themes. They also pave the way for the accession of actors that are sustainable themselves and which therefore will enrich the network proceedings at least as much as EU-HYBNET will benefit them. The spirit of the criteria is to select credible partners, with thorough sectoral, organizational or domains-related knowledge of the field of hybrid threats who can allow EU-HYBNET to sustainably serve the broad purposes of prospective, public private partnership enhancement, synergies and policy advice in building the future systems and innovative tools for countering hybrid threats. Network extension along the criteria outlined below seeks to provide a sound basis and working dynamic for fulfilling EU-HYBNET project Objectives (OB) – this is described in details in chapter 5.

### 3. ELIGIBILITY CRITERIA

The following criteria set is the core element to considering the accession of a prospective member to the EU-HYBNET extended network.

#### CRITERION 1: ESSENTIAL REQUIREMENTS

Prospective members must be European actors either from the EU Member States (MS) or from EU Associated Countries (AC), therefore they must have legal personality in an EU MS or AC. Applicants must name two contact persons as main contributors to the project. The purpose of the formal requirements is for the applicant to present the preliminary qualifications and capabilities that would sustain its participation in EU-HYBNET activities.

Any applicant with criminal background cannot be accepted to become EU-HYBNET network member. If this will be discovered after the positive membership decision, the network member will be excluded from the network.

Note: EU-HYBNET network members are not limited to the above-mentioned actors, they may also include EU Institutions and bodies. EU Institutions and bodies are accepted automatically to the network based on their application. If an EU Institution or body wishes to follow the network activities but not join the network, this is also endorsed.

#### CRITERION 2: FIELD RELEVANCE AND EXPERTISE

The applicant's work must be relevant to at least one of the project four core themes. The applicant's field of work would be considered relevant if it relates in particular to:

- Countering hybrid threats and associated security risks and threats;
- Providing relevant and quality information to practitioners engaged in security practices;
- Analysing and studying security dynamics and practices to a recognized high quality level;
- Providing services and / or material to practitioners in countering hybrid threats, relevant especially to their situational assessment or to their capacity to implement relevant actions.

This criterion enables the applicant to demonstrate the fitness of its accession based on its existing work and field of expertise.

#### CRITERION 3: NETWORK ABILITY

The applicant must extrapolate from the previous criterion to what extent it would be prone to provide niche knowledge, analysis or to generally enrich the discussion in the framework of

the project and the four core themes. The prospective member's potential for constructive engagement and added value to the work of EU-HYBNET is at the core of this criterion. In particular, network ability could be further weighed against the applicant's willingness and capacity to lead a specific strand of work by providing analysis, commentary or leading discussion on a certain niche area.

Actors accessing the EU-HYBNET network via the community extension will contribute to the work of the EU-HYBNET consortium on a voluntary basis as they will not receive funding for their contribution. It is the responsibility of the prospective members to evaluate the benefits they will reach upon collaboration within the EU-HYBNET network. The application letter should at a minimum outline to what degree the prospective applicant would enrich the discussion in the project.

## 4. ACCESSION PROCESS

The EU-HYBNET aims to grow with at least 30 new members every year. This growth expectation demands accessibility of the network. To this end, the process is based on three assumptions.

First, initiating the process is made as simple as possible and application is possible to submit at any time. Applications undergo review on a monthly basis so that applicants will receive an answer within two months from submitting the application. Second, formal requirements (on legal personality in EU MS or AC, two named contact persons, and no criminal background) are modest in detail and easily verified.

Lastly, the relevance, expertise and network ability of prospective applicants will be evaluated jointly by the EU-HYBNET Project Management Board (PMB, includes the coordinator, the project manager, the network manager and the innovation manager from Laurea/ coordinator organization) and the Hybrid CoE also with due consideration to the responsibility of the Hybrid CoE to sustain the network beyond EU-HYBNET project span.

The schedule for accession supports the objective of including new network members to the project activities primarily starting from the participation to the project WP2 “Gaps and Needs of European Actors against Hybrid Threats”/ Task 2.1. “Needs and Gaps Analysis in Knowledge and Performance” gaps and needs events, to be arranged in months 18 (October 2021), 35 (March 2023), and 50 (June 2024). Post-project network activities taken care of by the Hybrid CoE will be joined by new actors accepted up to Month 60 (April 2025).

### STEP 1: SUBMISSION OF AN APPLICATION LETTER

All applicants must submit an application letter, regardless of preexisting contacts with members of the EU-HYBNET consortium or the Stakeholder Group. The application letter addresses to what extent the applicant considers it fulfills the accession criteria to the extended network and how its accession to the network might contribute to the work of EU-HYBNET. Applicants address in particular how their work contributes in the provision of information, products, or services to practitioners engaged in comprehensive security practices, and whether they produce analysis and study on comprehensive security practices.

The application letter is submitted as a form accessible via the EU-HYBNET website. The submission of the application letter formally starts the application process. The application letter must strictly comply with the form requirements in addressing the three accession criteria.

The application process rolls throughout the project and application letters will be assessed regularly and aiming to the accession of 30 new members per year to the EU-HYBNET network.

## STEP 2: ACCESSION TALKS BETWEEN PMB AND T1.3 LEADER

Accession talk meetings are arranged monthly between the PMB/Laurea and Task 1.3 Leader /Hybrid CoE. The PMB/ Laurea and T1.3 leader/ Hybrid CoE will review and assess the suitability of applicants on the basis of the information contained in the letters of application. The T1.3 leader/ Hybrid CoE and PMB can request additional information from applicants, if necessary.

Accession talks are also the avenue to take stock of the EU-HYBNET key performance indicators in terms of network extension and discuss further measures in network extension, if necessary. Minutes of accession talks are written by T1.3 leader and they are made available in Eduuni (consortium-only intranet) and TUOVI (network platform) in order to ensure transparency. Minutes are by default non-nominative although individual participants can request to have their opinion identified.

In order to speed up and improve the fluidity of decision making, the minutes can be divided into several documents to be approved separately. The minutes can be divided at the request of any participant to the accession talks.

## STEP 3: ACCEPTANCE AND REJECTION OF APPLICATIONS

The PMB and the T1.3 leader/ Hybrid CoE jointly accept and reject applications. The acceptance process is a silent procedure over the minutes of the accession talks, lasting one week upon circulation of the minutes. The spirit of discussion between the PMB and the Hybrid CoE is to reach consensus on applications. In this respect, minutes can be divided and each separate part shall be the object of a distinct silent procedure, should the need arise. The accession talks as well as the silent procedure offer a window of opportunities to reach consensus. Acceptance and rejection decisions follow the provisions laid out in the EU-HYBNET Grant Agreement and Consortium Agreement, in particular 6.2.3.4. and 6.2.4.1. The minutes are circulated at latest two days before the end of the silent procedure for the Consortium Partners to collect their opinions and objections to the selection decisions, if any.

In case there are no objections from the Consortium Partners, the minutes are considered final and are shared in TUOVI and Eduuni. The Network Manager informs accepted new network members. As a sign of acceptance and membership, the new members are given access to the EU-HYBNET project platforms, Innovation Arena and TUOVI, and are informed on proceedings of EU-HYBNET project.

In case one or more Consortium Partners express their objection, they provide a written justification clearly stating the reasons (security, ethics or research related). This justification will be systematically referred to the competent Advisory Group (Security, Ethics or Scientific). The relevant advisory group will provide an opinion in the form of a written recommendation

on the matter referred to it which will be integrated in the grounds for decision of the said candidate.

In cases of rejection, the Network Manager drafts the motive of rejection based on the process described above, shares the draft with the PMB and Hybrid CoE and informs the applicant upon acceptance of the rejection letter draft. The rejection reason have to comply with the eligibility criteria and GA.

Decisions are informed to the applicants latest two months after the submission. In case the final decision is not available within the two months, the Network Manager informs the applicant that their application is pending.

## 5. PROJECT OBJECTIVES AND KEY PERFORMANCE INDICATORS

The network extension and eligibility criteria guiding it are an essential part of the EU-HYBNET and it will **contribute towards all project objectives** (OB) with varying emphasis. This chapter explains how it supports each objective and performs the tasks as described in the project proposal.

**OB1: To enrich the existing network countering hybrid threats and ensure long term sustainability.**

The eligibility criteria supports this objective aiming especially towards Goal 1.1: *To identify potential members of the network that have demonstrated concerns/appreciation for dangers associated with proliferation of hybrid threats, and encourage them to join the network and engage in its activities.* This deliverable lays out the necessary guidelines, directing the focus of current members towards relevant actors countering hybrid threats, and supporting the long-term sustainability. The existing members are provided with clear guidelines for how to navigate the field of comprehensive security in order to attract the relevant actors to join the network's activities. Looking at the new potential members especially through the project four core themes and the field relevance, narrows the attention to the actors that are relevant.

The OB1. key performance indicator (KPI) target value of this Goal of accepting at least 30 new members to join EU-HYBNET network yearly is supported by criteria so that it takes into account the ability of the new members to attract and propose new potential members. Long term sustainability is ensured by considering the ability of the new actors to be proactive and lead a specific work strand, in order to channel the network extension and structure it to be suitable for long-term use. Abovementioned qualities are included in criterion on network ability.

**OB2: To define common requirements that can fill knowledge gaps, deal with performance needs, and enhance capabilities of research, innovation and training endeavours concerning hybrid threats.**

The eligibility criteria support this project objective especially by defining that the new members must represent a distinct field of the European comprehensive security, and they must be relevant for work that is already done or planned for countering hybrid threats (criterion 2: field relevance and expertise). This ensures, that the insights that the project gathers represent the views of current and relevant actors from a wide range of security and industry, contributing to Goal 2.3, which is *to gather and define insights from European practitioners, industry, SME and academic actors on future trends.* By defining the desired capabilities of new potential members, the eligibility criteria ensure the quality of the work and that the relevant gaps and needs are identified, and innovative solutions found (with reference especially to Goal 2.1 which is *to identify needs and gaps in areas of knowledge/performance (research, innovations, training) of practitioners (priority), industry, SMEs and academic actors*).



**OB3: To monitor developments in research and innovation activities as applied to hybrid threats.**

The eligibility criteria support also this objective, by defining criteria for new potential members so that they represent relevant actors and have done relevant work in the framework of hybrid threats (criterion 2: field relevance and expertise). The new potential members will be encouraged to participate in producing the EU-HYBNET reports, for example by reviewing and commenting, in order to ensure that the reports cover the most significant developments and contemporary issues relevant to the European practitioners, industry, SME and academic actors (criterion 4: network ability), as per Goals 3.1 and 3.2 (*to monitor significant developments in research areas and activities in order to define and recommend solutions for European actors; to monitor significant developments in technology that will lead to recommending solutions for European actors' gaps and needs*). The inclusion of new members to the research activities and structured work in the core themes support the KPIs of producing at least 8 reports every 18 months that address research findings and technological innovations.

**OB4: To indicate priorities for innovation uptake and industrialization and to determine priorities for standardization for empowering the Pan-European network to effectively counter hybrid threats.**

In the similar fashion to the project objective 3, the eligibility criteria supports indication of priorities in innovation uptake and industrialization by ensuring that the new members represent relevant areas, including private sector (criterion 2: field relevance and expertise). This supports reaching the Goal 4.1, which is to compile recommendations for uptake/industrialisation of innovation outputs (incl. social/non-technical). Variety of actors are invited to join the network to enable the output of both technical and social innovations. Moreover, the accession process aims to ensure that the new members are skilled and motivated in working towards defining the priorities for output (criterion 2 and 4: field relevance and expertise; network ability). They are expected to join the discussion and contribute to the work towards policy recommendations in the end of each cycle (KPI: at least 7 policy briefs over 5 years for wider audiences and policy makers).

**OB5: To establish conditions for enhanced interaction with practitioners, industry and academia for meaningful dialogue and for increasing membership in the network**

The eligibility criteria works especially to fulfil the Goal 5.3, *creating the roadmap for activities necessary to increase membership in the European network, including the steps necessary to ensure its sustainability* and its KPI: *to create a road map for the activities necessary to increase membership in the European network assigned to deal with hybrid threats, including the steps necessary to ensure its sustainability*. The extension of the network and its sustainable existence is grounded in the fact that after the project's completion the Hybrid CoE will continue to host the network and make use of its platforms, which will ensure that network activities will be able to sustain a long-lasting impact. The continuous application process

works towards Goal 5.1 (*to establish platforms for innovation exchange*) by ensuring that the KPI of at least 30 new Stakeholder Group members joining to the Innovation Arena yearly.

**OB6: To foster capacity building and knowledge exchange on countering hybrid threats**

The network extension and the criteria enabling it serves the purpose of fulfilling the Goal 6.4 under this project objective: *to empower European practitioners, industry, SME and academic actors' capacity to counter hybrid threats by offering relevant trainings and materials*. Being an EU-HYBNET member will mean that these actors will have a chance to build their own capacity to counter hybrid threats, as they are invited to gaps and needs events and exercises. The new network members will be invited to the events, and they will have access to the materials, as well as the opportunity to participate in developing both via the Innovation Arena and working area Tuovi.

**OB7: To create basis for establishing effective synergies with existing European, national and sub-national networks of practitioners and other actors countering hybrid threats**

The eligibility criteria supports all goals under this project objective. It works towards identifying the relevant stakeholders, who are invited to share information in the training event and to benefit from the online training material (Goal 7.1). It also empowers European actors to recognise innovations and trends by supporting the focus of new potential members – they are relevant, motivated, and able to attract again new relevant network members (Goal 7.2). It supports the work towards establishing links with other European Networks and missions in related fields of interest by defining ability to attract new members as one of the criteria for the new members (Goal 7.3). It supports informing EU MS national policymaking bodies (Goal 7.4) by ensuring that different actors and also policy relevant practitioners will be invited and accepted in the network. Finally, it supports creating the wide network of European stakeholders (Goal 7.5) by paying attention to the four core themes, under which the new members will be organised and offered opportunities to lead and work in sub-themes in the growing network.

## 6. CONCLUSION

### 6.1 SUMMARY

This deliverable outlined three criteria of form and substance in order to determine the eligibility and suitability of potential new members, especially practitioners, to the EU-HYBNET extended network, with a view to develop knowledge, new innovations and tools for European practitioners and other relevant actors to counter hybrid threats, information base of the network, sustain policy-relevant working dynamics and reach out to wider audiences. To that end, the criteria were crafted with a particular view to establishing the conditions for a rigorous, systematic and analytical work routine within the project four core themes of the project.

### 6.2 FUTURE WORK

EU-HYBNET Community Extension is an essential success factor for the project. Not only does it connect practitioners throughout Europe and create synergies and opportunities among them, but it also enriches the analytical processes and the validity of the innovation solution possibilities found throughout the project. The eligibility criteria are thought as to enhance the basis for sustainability of the network.

The PMB and T1.3 Leader will jointly set up a preliminary timeline of the application procedure. They will set target dates for reviewing applications and holding Accession Talks in a sustained manner. The EU-HYBNET Network Manager and T1.3. Leader will draw up a letter of application template and connect with the EU-HYBNET Coordinator and Project Manager in order to set up the process of application electronically via the EU-HYBNET website.

In this respect, D1.8 “EU-HYBNET Network Sustainability Plan” (due in Dec 2020, submitted to EC already) is closely connected to the EU-HYBNET Community Extension as it builds on the rationale and processes outlined in the present Deliverable D1.7.

## ANNEX I. GLOSSARY AND ACRONYMS

Table 1 Glossary and Acronyms

Term	Definition / Description
<b>EC</b>	European Commission
<b>EU</b>	European Union
<b>EU MS</b>	EU Member State
<b>AC</b>	EU Associated Countries
<b>Horizon2020</b>	European Commission funding program, Horizon2020
<b>CSA</b>	Coordination and Support Action
<b>EU-HYBNET</b>	A Pan-European Network to Counter Hybrid Threats project
<b>GM</b>	General Matter call in Horizon2020 funding program
<b>CoU</b>	Community of Users group that is based on projects from certain field and funded by Horizon2020 program
<b>DoA</b>	Description of Action
<b>D</b>	Deliverables
<b>WP</b>	Work Package
<b>T</b>	Task
<b>M</b>	project month
<b>MS</b>	Milestone
<b>NM</b>	EU-HYBNET Network Manager
<b>PMB</b>	EU-HYBNET Project Management Board
<b>Innovation Arena</b>	Platform for EU-HYBNET consortium and network members to use for gaps&needs and innovative solutions sharing
<b>TUOVI</b>	Platform for EU-HYBNET consortium and Network members to engage
<b>Eduuni</b>	Platform for EU-HYBNET consortium to internal project work
<b>Hybrid CoE</b>	The European centre of excellence for Countering hybrid Threats, EU-HYBNET partner
<b>Laurea</b>	Laurea University of Applied Science, EU-HYBNET coordinator
<b>MVNIA</b>	Academia Nationala de Informatii Mihai Viteazul / The Romanian National Intelligence Agency, EU-HYBNET partner
<b>SME</b>	Small and medium size enterprise
<b>NGO</b>	Non-governmental organization

<b>OB.</b>	Objective
<b>KPI</b>	Key Performance Indicator

## ANNEX II. REFERENCES

- [1] European Commission Decision C (2014)4995 of 22 July 2014.
- [2] Communicating EU Research & Innovation (A guide for project participants), European Commission, Directorate-General for Research and Innovation, Directorate A, Unit A.1 — External & Internal Communication, 2012, ISBN 978-92-79-25639-4, doi:10.2777/7985.