



# EU-HYBNET

## LIST OF BOARD & GROUP MEMBERS AND MEMO OF THEIR FIRST MEETING

DELIVERABLE 1.6

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**D1.6 LIST OF BOARD & GROUP MEMBERS AND MEMO OF THEIR FIRST MEETING**

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## 1. INTRODUCTION

### 1.1 OVERVIEW

The Empowering Pan-European Actors to Counter Hybrid threat (EU-HYBNET) project's Description of Action (DoA) defines Deliverable (D)1.6 as a public deliverable report due in M8 (Dec 2020) regarding the establishment of the EU-HYBNET Project's Boards and Groups, their members, and a brief memo from their first meetings. The overall management over these boards and groups is part of Work Package (WP) 1, Task 1.2 Project Management, Quality Control, Ethics and Risk Management, starting in project month (M)1.

According to the DOA, part of Task 1.2 is to establish and run necessary project bodies to support project management, mainly: Project Management Board (PMB), (External) Advisory Board (AB), Stakeholder Group (SG), Security Advisory Board (SAB), Ethical Advisory Group (EeAG), Scientific Advisory Group (ScAG) and Security Advisory Group (SeAG). Moreover, the task will provide an update to the project partners on project progress.

The main objective of this document is to identify the various project working groups and boards, who their members are and to show documentation of their first meetings and that all of the intended functions are proceeding smoothly and effectively according to the project plans.

Project management's main goal is to provide a focused, timely and flexible but effective framework to achieve EU-HYBNET's objectives. The key responsibilities and decision-making processes inherent in the project management structure and subsequently the various project management boards/groups are depicted in the figure below.

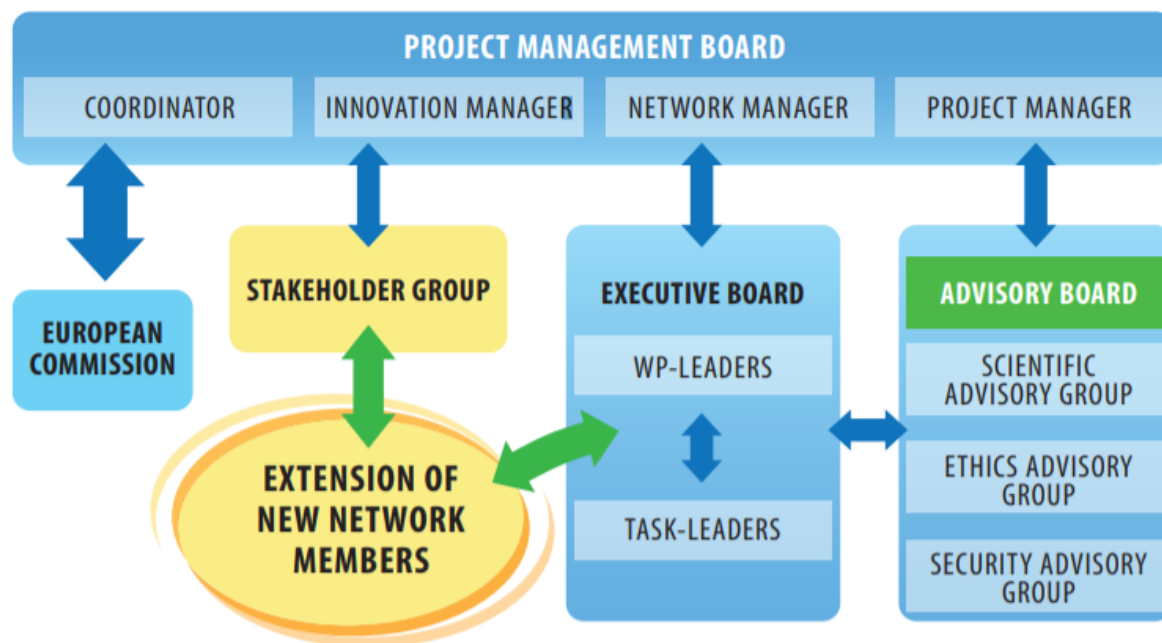


Figure 1 EU-HYBNET Organisational Structure

EU-HYBNET D1.6 has no specific project objective or key performance indicator(s) (KPI) to fulfill. However, the importance of D1.6 is to show that all necessary project boards have been established to ensure that the project achieves quality results and guidance to its activities is ensured. The role of

D1.6 is part of WP1 activities, and WP1's important role to support and ensure whole project's proceeding and success is described in the picture below.

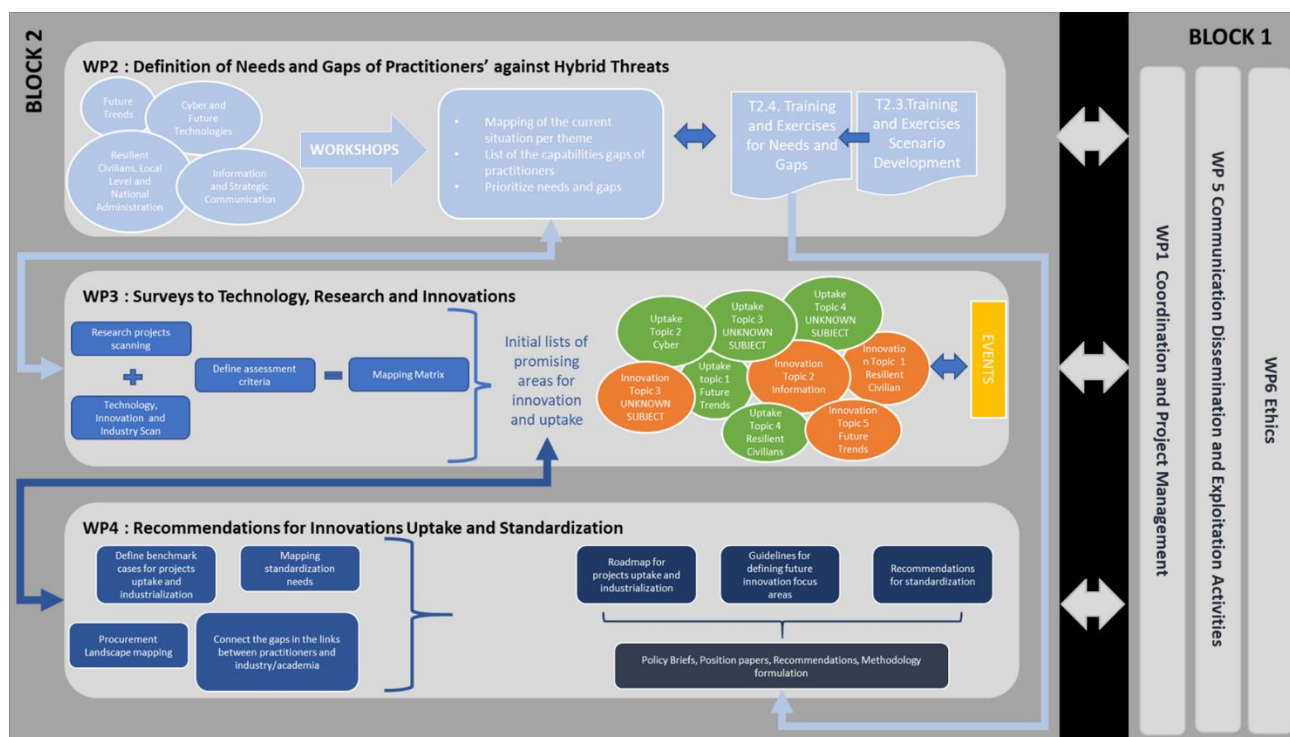


Figure 2: EU-HYBNET Structure of Work Packages and Main Activities

## 1.2 STRUCTURE OF THE DELIVERABLE

This document includes the following sections:

- Section 1: This section introduces the deliverable and provides the reader an overview of its purpose in the project and structure.
- Section 2: This section lists the EU-HYBNET project's boards and groups, their main responsibilities, current members and a brief memo of the first meetings.
- Section 3: In this section, D1.6 is concluded and an explanation of how each of the boards and groups will operate going forward is explained.

## 2. EU-HYBNET BOARDS AND GROUPS OVERVIEW

### 2.1 PROJECT MANAGEMENT BOARD (PMB) PURPOSE AND MEMBERS

#### Project Management Board (PMB)

The PMB will be responsible for strategic decision making, monitoring project progress, and, if necessary, following up and correcting any project mishaps, and anticipating emerging conflicts and dealing with these preemptively. These responsibilities will be carried out together with the project's Executive Board (EB). The PMB has ultimate decision-making responsibilities for the project.

## Members:

**The project coordinator/ Laurea (PC)** is responsible for ensuring that the project addresses the interests of all involved parties, overall project management, including contractual, ethical, and financial administration, as well as supervision of the work package leaders. The PC is the sole intermediary between the consortium and the European Commission, and ensures the punctual submission of reports and deliverables. In addition, the PC acts as liaison with the project's boards and groups such as the Executive Board (EB), Advisory Board (AB), three Advisory Groups (Ethical-, Scientific-, -Security), Stakeholder Group (SG) and with the project partners.

The **Project Manager (PM)** functions as the main support person to the PC, and works in conjunction with the two other PMB members: the Innovation Manager (IM) and Network Manager (NM). The PM attends to project meeting agendas and schedules, and organises venues and activities related to assisting the PC with organisational matters. The PM monitors deadlines, budgets, and issues early warnings to prevent exceeding spending limits. The PM also manages the risk plan, in addition to monitoring deliverables and ensuring timely submission and quality of reports and addresses questions, problems, and resolves any issues that may arise in meetings between the PMB and EB, or other project boards.

The **Innovation Manager (IM) and Network Manager (NM)** support the PC and PM by providing advice and guidance in the orderly execution of the core activities of the project as they relate to their specific area of expertise, namely, innovation and effective networking. Furthermore, the IM and NM work together with the PM in setting meeting agendas, and are responsible for the proper implementation of the decisions arrived at during meetings. Together with the PM, the IM and NM will put together progress reports at least every 3 months, assess the extent to which the project complies with the Description of Action (DoA), and will support the PC in preparing meetings with the European Commission, as well as in preparing relevant data for the submission of deliverables.

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### 2.1.1 PMB MEMO OF FIRST MEETING

The first Project Management Board meeting/telco took place virtually via Zoom on 14 October 2020 from 12:00-13:00 CET. The following general information was covered during the first meeting:

1. Review of the three Advisory Group (3AG) status reports from the past 3+ months was presented to the PMB by Laurea/coordinator Päivi Mattila, this report can be found in Eduuni.
2. Recommendations from the 3AGs to the project proceeding delivered for EU-HYBNET Executive Board's discussion:
3. Possible challenges identified by 3AG in the project and to be delivered for EU-HYBNET Executive Board's discussion (if any):
  - a. ScAG support to methodological consistency (info sharing, shared terminology, assessment strategies –clarity for how categories are approached, regarding deliverables; shared understanding and agreed approach how to write D's could be considered with regard to Network Expansion
  - b. EaAG sees no challenges. The guidance is to maintain focus on project activities and not to overcomplicate the project proceeding with unnecessary/strict ethics and GDPR measures.

### 2.2 ADVISORY BOARD (AB) PURPOSE AND MEMBERS

### Advisory Board (AB)

AB members are invited to all project events while they present the high expertise in the field countering hybrid threats. Therefore, strong and active cooperation with AB members will be pursued and facilitated by frequent interaction in order to ensure high quality results within the EU-HYBNET project.

The Advisory Board (AB) meets once a year at the end of project year, with project members and is made up of selected individuals with a wealth of experience and know-how from European and International Organisations who are not directly involved in the project's day-to-day activities. In close cooperation with the project coordinator (PC), and together with PMB, the AB will advise on strategic directions of the project with reference to objectives and goals, impacts, key research areas, most promising innovations and recommendations regarding the bridging of gaps and fulfilling identified needs; as well as assessing recommendations regarding innovation uptake and standardisation, or reviewing the conclusions arising from discussions around ethical and societal considerations, and providing critical feedback. To achieve high quality results within the EU-HYBNET project, strong and active cooperation with AB members has been pursued and facilitated by frequent interaction. The AB members originate from the organizations listed below.

#### Members:

- EEAS East Stratcom Task Force
- European Network of Law Enforcement Technology Services (ENLETS)
- Secretariat-General for National Defence and Security, France (SGDSN)
- Centre for Security and Defence Management in Bulgaria
- The North Atlantic Treaty Organization (NATO)

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#### 2.2.1 AB MEMO OF FIRST MEETING

The above AB members were invited to the EU-HYBNET Kick Off, of which EAST Stratcom and ENLETS were able to join. D1.1, *Report of Kick Off Meeting*, sent to the EC in M1 (May 2020), describes this event in detail. The first official AB meeting is scheduled to be held in M11 (March 2021) according to DoA. At this time, the minutes from the official first meeting will be written, documented and made available for future use and EC reporting.

### 2.3 STAKEHOLDER GROUP (SG) PURPOSE AND MEMBERS

#### Stakeholder Group (SG)

EU-HYBNET Stakeholder group, together with the consortium partners, form the core team of the EU-HYBNET Network and are the starting point for the project's network extension. Because the EU-HYBNET is a five-year project it is crucial that the project accepts new SG/Network members every year from different fields because this ensures that the network shares relevant information about how to counter hybrid threats. The Stakeholder Group consists of a variety of practitioner organisations and actors (industry, SMEs, academic actors, NGOs) who have experience in the European Union's fight against hybrid threats. Because hybrid threats affect many different types of



institutions from representatives of governments, ministries, law enforcement agencies, municipal institutions, NGOs, universities and so on, the SG assists in addressing the many challenges to accurately predict threat occurrences in forthcoming project years.

SG members will:

- SG members will participate in yearly meetings coinciding with the project Annual Workshops
- Make a sincere effort to stay abreast of the project's research and related findings arising from all WPs and shared by the PMB
- Provide feedback to the network on EU-HYBNET's yearly results and findings
- Share their views in the EU-HYBNET annual surveys that deliver material for analysing European actors' observations, needs, best practices regarding measures against hybrid threats
- Invite potential stakeholders to the EU-HYBNET events e.g. annual conferences, workshops and trainings
- Take part in disseminating EU-HYBNET project results e.g. reports and other project outcomes of relevance to stakeholders

**Members:**

Currently, SG membership includes eighteen (18) European actors and three (3) from an Associated Country.

**Practitioners**

- Ministry of Justice and Security – Law and justice (NL)
- Finnish Border Guard - Border and maritime security, internal and external security (FI)
- Ministry of the Interior Finland, Department for Rescue Services - Internal security, CBRN, Civil Protection and emergency response (FI)
- Tromsø Police District – Law enforcement (NO)
- Finnmark Police District (NO)
- Ministry of Foreign Affairs- Cyprus (CY)

**Industry, SME**

- Soprasteria - Information technology, digital services (FR)
- Systematic - Critical infrastructure (FR)
- Expertsystem - Critical infrastructure (FR)
- Ardanti!Defence- Information technology, digital services (FR)

**RTO, research association, organisations**

- CSIC - Spanish National Research Council, Research group on Cryptology and Information Security (GiCSI) (ES)
- European Health Management Association (EHMA) - Health care (EU, BE)
- Fraunhofer-IVI - Critical infrastructure, electricity grids (DE)
- CeSI. Centro Studi Internazionali (IT)
- European Security and Defence College (ESDC) - Crises management (EU, BE)

- Tecnoaliamenti - Food security (IT)
- SafeCluster - Security technology (FR)
- Ukrainian Association of Scholars and Experts in Field of Criminal Intelligence - Law enforcement (UA)

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#### 2.3.1 SG MEMO OF FIRST MEETING

The Stakeholder Group members were invited to the M1 (May 2020) Kick Off event, 17 of 19 were present, and all have since been consistently updated via email on all relevant project activities, ie. the project working platforms; Tuovi, Innovation Arena, the Internal and External Project Newsletters, invitations to project events and relevant articles shared by the consortium. The first official meeting of the Stakeholders Group is scheduled to take place in conjunction with the project General Assembly meeting in M12 (April 2021).

#### 2.4 ETHICS ADVISORY GROUP (EEAG) PURPOSE AND MEMBERS

##### **Ethics Advisory Group (EeAG)**

The Ethical Advisory Group (EeAG) is responsible for project monitoring, providing recommendations and decision making as it relates to ethics expertise to ensure concrete results, and address possible challenges that may hinder successful outcomes. The EeAG will focus on decisions made by the PMB and EB from an ethics standpoint and will provide crucial support to ensure that key activities of the project will be thoroughly executed with special attention to the quality and legality of work performance.

##### **Members :**

- Laurea UAS –Chair
- Ministère de L'Ecologie du Développement Durable des Transports et du Logement (MTES)
- Universidad Rey Juan Carlos (URJC)
- Kentro Meleton Asfaleias (KEMEA)
- Università Cattolica del Sacro Cuore (UCSC)

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#### 2.4.1 EEAG MEMO OF FIRST MEETING

The first Ethics Advisory Board meeting/telco took place virtually via Zoom on 13 July 2020 from 11:00-12:00 CET. The following general information was covered during the first meeting:

1. Introduction to EeAG activities, its role in relation to the executive board and other advisory groups (Scientific and Security Advisory Groups)
2. Presentation from the Ethical Manager on how ethics is viewed in EU-HYBNET project, followed by discussion
3. Discussion on need of NDAs with organisations that want to be part of EU-HYBNET, but who are not members of the consortium
4. Discussion on processes of ethical reviews (two reviews: one self-assessment, mandatory for all deliverables; a second done by EeAG members on selected deliverables)
5. Discussion on which deliverables should be reviewed, and how to allocate the members workload

## 6. Discussion on the need of template for ethics review

### 2.5 SCIENTIFIC ADVISORY GROUP (SCAG) PURPOSE AND MEMBERS

#### Scientific Advisory Group (ScAG)

The Scientific Advisory Group (ScAG) is responsible for project monitoring, providing recommendations and decision making, as it relates to scientific research expertise, to ensure concrete results, and address possible challenges that may hinder successful outcomes. The ScAG will focus on decisions made by the PMB and EB from an scientific research standpoint and will provide crucial support to ensure that key activities of the project will be thoroughly executed with special attention to academic principles regarding work performance.

#### Members:

- Hybrid CoE- Chair
- Joint Research Centre - European Commission (JRC)
- Universitetet i Tromsø - Norges Arktiske Universitet (UiT)
- Lietuvos Kibernetiniu Nusikaltimu Kompetenciju ir Tyrimu Centras (L3CE)
  - o This member was accidentally excluded from the initial telco invitations provided by Laurea and thus was not present at the initial meeting. Once Laurea was aware of the mistake, we provided L3CE with all of the previous ScAG minutes for review and gave the opportunity to provide input to any decisions. Currently, there has been no additional input received.
- Leader Nederlandse Organisatie voor Toegepast Natuurswetenschappelijk Onderzoek (TNO)
- Universidad Rey Juan Carlos (URJC)
- Bundeswehr University (COMTESSA)

According to DoA COMTESSA was not originally planned to be part of the ScAG, however, due to COMTESSA's interest and wish to become a ScAG member, COMTESSA joined to the ScAG during October 2020. However, COMTESSA will first act as a Guest member, which that was decided on by the ScAG after deliberation among the members.

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#### 2.5.1 SCAG MEMO OF FIRST MEETING

The first Scientific Advisory Group meeting/telco took place virtually via Zoom on 22 July 2020 from 10:00-11:30 CET. The following general information was covered during the first meeting:

1. Introduction to ScAG activities and short presentation of ScAG members
2. Forthcoming activities, contribution to project proceeding regarding a clear timeline for ScAG support activities and also to determine which issues ScAG should focus on
3. Other projects input to scientific work in EU-HYBNET regarding discussion of material gained from other projects in the EU-HYBNET. Guidance is to follow general research ethics and project IPR rights to prevent severe challenges in the proceeding
4. Deliverables (D) do not have set scientific review process or reviewers and will be discussed
5. Meeting timeline, the ScAG will have a meeting in every three months or according to the need

6. Communication, ScAG has its own file in Eduuni where members can share relevant documents. Eduuni Workpackages -> WP1-> T1.2-> ScAG
7. Cooperation with project Executive Board (EB) and Ethics Advisory Group (EeAG) and Security Advisory Group (SeAG) to prevent overlap of work with SeAG, EeAB, EB and SAB and co-manage the project's major activities
8. List of Journals relevant to EU-HYBNET research articles where project articles could be published may be suggested
9. Relevant articles and journals for the consortium from a partner can be shared via email and stored in Eduuni
10. ScAG may indicate possible new members to the network after submission of D1.7 "eligibility Criteria to Network Members"

## 2.6 SECURITY ADVISORY GROUP (SEAG) PURPOSE AND MEMBERS

### Security Advisory Group (SeAG)

The Security Advisory Group (SeAG) is responsible for project monitoring, providing recommendations and decision making as it relates to security expertise to ensure concrete results, and address possible challenges that may hinder successful outcomes. The SeAG will focus on decisions made by the PMB and EB from a security standpoint and will provide crucial support to ensure that key activities of the project will be thoroughly executed with special attention to security regarding work performance.

#### Members:

- Mihai Viteazul National Intelligence Academy (MVNIA)- Chair
- Central Office for Information Technology in the Security Sphere (ZITiS)
- Laurea University of Applied Sciences (LAU)
- The European Center of Excellence for Countering Hybrid Threats (Hybrid CoE)
- Maldita
  - o This member was accidentally excluded from the initial telco invitations provided by Laurea and thus was not present at the initial meeting. Once Laurea was aware of the mistake, we provided Maldita with all of the previous SeAG minutes for review and gave the opportunity to provide input to any decisions. Currently, there has been no additional input received.

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#### 2.6.1 SEAG MEMO OF FIRST MEETING

The first Security Advisory Group (SeAG) meeting/telco took place virtually via Zoom on 16 July 2020 from 10:00-11:00 CET. The following general information was covered during the first meeting:

1. Introduction to SeAG activities and short presentation on SeAG and SAB members. The goal in the SeAG activities is to share relevant information with other project groups and boards and to avoid overlapping activities
2. Discussion of other projects input to scientific work in EU-HYBNET
3. Discussed that the Security Advisory Group (SAB) is responsible for the deliverables review from a security perspective, and the SAB will review all "consortium only" (CO) labelled

deliverables. However, the SeAG may also consider the need of the SAB to also review selected “public” (PU) deliverables

4. The SeAG will have a meeting in every three months at least.
5. Laurea/ the coordinator has created a file for SeAG to Eduuni to save and work with relevant documents
6. Discussed cooperation with the project Security Advisory Board (SAB), Executive Board (EB) and Ethics Advisory Group (EeAG) and Scientific Advisory Group (ScAG)
7. Discussed Project Risk management follow up
8. WP3 has considered that perhaps some of its Deliverables should be CO and not PU. The coordinator will ask the issue from the Commission Project Officer and inform SeAG accordingly on the next possible steps (if any)

## 2.7 EXECUTIVE BOARD (EB) PURPOSE AND MEMBERS

### **Executive Board (EB)**

The project Executive Board (EB) is essential to project monitoring and decision- making procedures, the EB consists of the Project Management Board (PMB) members, Work Package (WP) leaders and Task leaders, and hence directly involves the key actors and major activities in project execution. An EB meeting is held every three months to make strategic decisions if needed, and to follow up on general project progress, and deal with any needed corrections or emerging conflicts. Specific responsibilities of the EB are to assess general progress and quality of project outputs, monitor progress in research and innovation, innovation uptake and standardisation recommendations, and communication and dissemination activities with a special focus on network activities and extension of the network.

Decisions arising from the meetings will be documented via minutes by PMB managers and shared with the consortium in the form of reports posted in eDuuni, a secure online platform, and acted upon by each project partner with the support of EB.

### **Members:**

Project coordinator, project manager, network manager, innovation manager, leaders of Work Packages (WP) one (1) through six (6), and all ten (10) Task Leaders (TL).

#### WP1 Leader- Laurea UAS (LAU)

T1.1 Leader LAU

T1.2 Leader LAU

T1.3 Leader EOS

#### WP2 Leader- Hybrid CoE

T2.1 Leader Hybrid CoE

T2.2 Leader JRC

T2.3 Leader KEMEA

T2.4 Leader L3CE

#### WP3 Leader- Proionta kai Ypiresies Tilematikis Diktyakon kai Tilepikinoniakon Efarmogon Etairia Periorismenis Efthinis Epe (SATWAYS)

T3.1 TNO

T3.2 Leader Satways  
T3.3 Leader L3CE  
T3.4 Leader EOS

WP4 Leader- KEMEA

T4.1 Leader KEMEA  
T4.2 Leader Research Institutes of Sweden (RISE)  
T4.3 Leader Stowarzys Polska Platforma Bezpieczeństwa Wewnętrznego (PPHS)  
T4.3 Leader Hybrid CoE

WP5 Leader- European Organization for Security (EOS)

T5.1 Leader EOS  
T5.2 Leader PPHS  
T5.3 Leader LAU

WP6 Leader- Laurea UAS

T6.1 Leader LAU  
T6.2 Leader LAU  
T6.3 Leader LAU  
T6.4 Leader LAU

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2.7.1 EB MEMO OF FIRST MEETING

The first Executive Board meeting/telco took place virtually via Zoom on 7 July 2020 from 11:00-12:15 CET. The following general information was covered during the first meeting:

1. A short introduction of EB, its roles, responsibilities, activities and cooperation with the three Project Advisory Groups (3AG: Ethical, Scientific and Security Advisory Groups based on the DoA Part B/ chapter 3.2.
2. EB members will hold a telco every three months, however, telcos can be arranged any time, if an EB member requests it from the PC when there is a need to solve a time sensitive issue.
3. Introduction and discussion of future EB work and working methods,
4. Updates on WP status during each EB telco
5. All deliverables require at least one partner (preferably two) to review deliverables. There are also exceptional circumstances which require that some deliverables be reviewed by more parties.
  - a. In the case of Consortium Only (CO) deliverables:
    - The SAB (Security Advisory Board) reviews Deliverables that are CO
    - SeAG, ScAG, EeAG will review CO Ds if requested by a partner or seen important by PMB members & Ethics Manager and suggested by the External Ethics Advisor
  - b. In the case of Public (PU) deliverables:
    - SAB will review PU deliverables, if requested by a partner or seen important by PMB members & Ethics Manager and suggested by External Ethics Advisor
    - SeAG, ScAG, EeAG will review PU Ds, if requested by a partner or seen important by PMB members & Ethics Manager and suggested by External Ethics Advisor
    - SeAG, ScAG, EeAG will review PU Ds, if this is planned in the EU-HYBNET "D reviewers" template will be reviewed always by one partner at last and the coordinator

6. All WP and Task leaders are requested to allocate a partner(s) who will be asked to review the deliverables. The partner must have competence and resources for the work. This task is very relevant because the WPs are finalizing their plans to proceed.
7. When the 3 Advisory Groups have their meetings in M3, Laurea will tell EB greetings to the 3AG. In addition, the meeting minutes from 3AG will be shared to the EB. In the next EB meeting ways to have cooperation with 3AG will be planned and decided.
8. Confirm all partners have access to TUOVI.
9. All WP and Task leaders are encouraged to contact other WP and Task leaders when ever necessary to ensure good communication flow.

## 2.8 SECURITY ADVISORY BOARD (SAB) PURPOSE AND MEMBERS

### Security Advisory Board (SAB)

The SAB is established to review EU-HYBNET project deliverables, assess whether they include any sensitive security information and propose timely measures for preventing the misuse of such information. All members have a valid security clearance and are experienced with security and/or the handling of classified information.

#### Members:

- Hybrid CoE- Chair
- PPHS
- Laurea UAS
- KEMEA

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### 2.8.1 SAB MEMO OF FIRST MEETING

The first Security Advisory Board meeting/telco took place virtually via Zoom on 29 June 2020 from 9:00-10 :00 CET. The following general information was covered during the first meeting:

1. Introduction of SAB Chair Dr. Hanna Smith and other members
2. Review of SAB activities
3. Present situation of SAB activities, review the following deliverables (D) :
  - a. D1.1 (Kick Off)/LAU - Public (PU)
  - b. D2.2 (Gaps and Needs Event Report)/Hybrid CoE - Consortium Only (CO)
  - c. D1.15 (Established EU-HYBNET Network Platforms (TUOVI and Eduuni)/LAU - PU
  - d. D2.2 (Long list of defined gaps and needs)/Hybrid CoE - CO
  - e. D1.16 (Informed Consent form template)/LAU – PU
  - f. D5.1 (Dissemination, Communication and Exploitation Plan)/EOS - PU
  - g. D5.8 (Project logo, identity guidelines, social media and website)/ PPHS – PU
4. Deliverable Review Guidance
5. The SAB will review CO deliverables, and PU according to need; Laure will updated if there is a need to evaluate PU Ds from time to time

## 6. Information sharing on SAB activities for the consortium

## 3. CONCLUSION

In Section 2, we have described each of the EU-HYBNET project internal boards and groups, their main responsibilities, members, and have listed the major outcomes of their first meetings.

## 3.1 FUTURE WORK

As the EU-HYBNET Project proceeds, each of the boards/groups mentioned below will be held on time in accordance with the DOA directives and planning documentation. The table below reiterates the frequency of each board's/group's meetings.

Executive Board- EB	Every 3 months
Project Management Board -PMB	Every 3 months
Security Advisory Board- SAB	As needed to review CO project deliverables
Scientific Advisory Group- SCAG	Every 3 months, or when requested by partners
Security Advisory Group- SEAG	Every 3 months, or when requested by partners
Ethics Advisory Group- EEAG	Every 3 months, or when requested by partners
(External) Advisory Board- AB	Every 12 months, or when requested by PMB
Stakeholders Group- SG	Every 12 months,

**Table 1**

The occurrence of each of these Advisory Groups within their set schedule ensures that the project proceeds smoothly and that all of the necessary advisory resources are available to partners at all times. Additionally, the presence and re-occurrence of the Management and Executive boards ensures that there is sufficient communication, coordination, and guidance within the project to provide clarity and coherence to all partners, and to address and resolve any conflicts or risks that may arise.

The project boards and groups can also be interrelated. For example, the three advisory groups (Scientific, Ethics and Security), which are held every three months, provide feedback to the Executive Board which is also held every three months and vice versa. Together, these core groups inform each other and create effective and harmonious communication among the key leaders of the project.

#### Milestones (MS):

##### Achieved

- MS2 -All EU-HYBNET project boards and groups are established, month (M)8

Throughout the remainder of the project period, the following (4) milestones will be delivered:

- MS5- 1st EU-HYBNET Project Management Board Meeting, M12, yearly meeting where new EU-HYBNET actors will be accepted



- MS6- 2<sup>nd</sup> EU-HYBNET Project Management Board Meeting, M24, yearly meeting where new EU-HYBNET actors will be accepted
- MS7- 3rd EU-HYBNET Project Management Board Meeting, M36, yearly meeting where new EU-HYBNET actors will be accepted
- MS8- 4th EU-HYBNET Project Management Board Meeting, M48, yearly meeting where new EU-HYBNET actors will be accepted
- MS9- 5th EU-HYBNET Project Management Board Meeting, M60, yearly meeting where new EU-HYBNET actors will be accepted

## ANNEX I. GLOSSARY AND ACRONYMS

Table 1 Glossary and Acronyms

Term	Definition
<b>EU-HYBNET</b>	A Pan-European Network to Counter Hybrid Threats Project
<b>DoA</b>	Description of Action
<b>D</b>	Deliverable
<b>WP</b>	Work Package
<b>T</b>	Task
<b>M</b>	Project Month
<b>MS</b>	Milestone
<b>PMB</b>	EU-HYBNET Project Management Board
<b>AB</b>	Advisory Board
<b>EB</b>	Executive Board
<b>SAB</b>	Security Advisory Board
<b>EeAG</b>	Ethics Advisory Group
<b>ScAG</b>	Scientific Advisory Group
<b>SeAG</b>	Security Advisory Group
<b>Innovation Arena</b>	Platform for EU-HYBNET consortium and network members to use, to identify and discuss gaps&needs and innovative solutions sharing
<b>TUOVI</b>	Platform for EU-HYBNET consortium and network members engagement
<b>Eduuni</b>	Platform for EU-HYBNET consortium to internal project work
<b>Laurea</b>	Laurea University of Applied Sciences, EU-HYBNET Coordinator
<b>Hybrid CoE</b>	The European Centre of Excellence for Countering Hybrid Threats
<b>USCS</b>	Università Cattolica del Sacro Cuore
<b>KEMEA</b>	Kentro Meleton Asfaleias
<b>PPHS</b>	Stowarzys Polska Platforma Bezpieczeństwa Wewnętrznego
<b>ZITIS</b>	Central Office for Information Technology in the Security Sphere
<b>MVNIA</b>	Mihai Viteazul National Intelligence Academy
<b>L3CE</b>	Lietuvos Kibernetiniu Nusikaltimu Kompetenciju ir Tyrimu Centras
<b>COMTESSA</b>	Bundeswehr University
<b>TNO</b>	Nederlandse Organisatie voor Toegepast Natuurswetenschappelijk Onderzoek
<b>URJC</b>	Universidad Rey Juan Carlos
<b>MTES</b>	Ministere de L'Ecologie du Developpement Durable des Transports et du Logement
<b>EOS</b>	European Organization for Security
<b>JRC</b>	Joint Research Center- European Commission

<b>UiT</b>	Universitetet i Tromsø - Norges Arktiske Universitet
<b>RISE</b>	Research Institute of Sweden
<b>SATWAYS</b>	Proionta kai Ypiresies Tilematikis Diktyakon kai Tilepikinoniakon Efarmogon Etairia Periorismenis Efthinis Epe
<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.

