D1.1 – Project Quality Management Plan PQMP

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Executive Summary

This document is Deliverable D1.1, 'Project Quality Management Plan PQMP' defined under T1.3 of WP1 of the project EURMARS (Project No 101073985).

The document describes the main instruments of project quality assurance and risk management coordination, which are necessary to manage, monitor and control the project from the beginning to the end of the project to enable to achieve the project objectives in due time.

Quality management provides many aspects of project planning and controlling including:

■ project management structures, roles, responsibilities and processes

■ project schedule

■ internal communication procedures and tools for sharing and storing documents

■ dissemination rules and quality standards

■ reporting

■ deliverables timetable and quality processes

■ exploitation procedures

■ general software coding standard

■ ethics protocols

Risk management provides further aspects in:

■ identifying risks, analysing them and recording them in the risk register table of the project

■ appointing risk owners and defining mitigation actions

■ monitoring and controlling the evolution of all risks and the results of the implemented mitigation actions

The project and quality management plan is defined in the form of a handbook with the primary goal to help the project participants understand the main processes and as a common agreement on procedures. It fulfils two main functions: 1) it serves as a day-to-day operation manual by providing procedures for project activities; 2) it provides guidelines and conventions to standardize various elements of the project - e.g. project reports, deliverables, etc. – through the use of agreed procedures and templates where relevant.

The main structures and procedures described in the document were presented to the consortium partners at the project's kick-off meeting (October 11th-12th, 2022 Athens).

The risk register table is proposed as an instrument used for identifying project risks all along the project so as to monitor and keep track of all possible deviations. The table should be reviewed regularly during Executive Board and General Assembly meetings by the work package leaders.

The handbook represents a dynamic document and will be updated as required throughout the project.

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List of Abbreviations

Term	Description
EU	European Community
HE	Horizon Europe
AB	Advisory Board
CA	Consortium Agreement
CM	Consortium Meeting
D or DEL	Deliverable
D&C	Dissemination and Communication
DoA	Description of Action
DPO	Data Protection Officer
EB	Executive Board
EBM	Executive Board Meeting
EC	European Commission
ECM	Meeting with European CoMmission representative
ECP	Electronic Communication Platform
GA	Grant Agreement
GAM	General Assembly Meeting
GAs	General Assembly
GDPR	General Data Protection Regulation
M	Milestone, see DoA for a definition of Ms
MoM	Minutes of Meeting
MS	Milestone, see DoA for a definition of MS
MST	Management Support Team
NA	Not Applicable

NN	No Name (to be used for missing names)
PC	Project Coordinator
PO	Project Officer
PTR	Periodic Technical Report
RM	Review Meetings
RP	Reporting Period
SAB	Security Advisory Board
SSA	Security Sensitivity Assessment
T	Task
TL	Task Leader
TBD	To Be Defined
TBC	To Be Checked
TelCo	Teleconference
WP	Work Package, see DoA for a definition of WPs
WPL	Work Package Leader
WPM	Work Package Meeting

1 Introduction

1.1 Purpose of the Document

This document describes procedures for communication, progress monitoring, quality assurance and risk management.

This Deliverable D1.1, 'Project and quality management plan PQMP' resulting from T1.3 of WP1 of the project EURMARS (Project No 101073985) is the central project management guide for the consortium.

The project and quality management plan is defined in the form of a handbook, as it fulfils the two main functions: 1) it serves as a day-to-day operation manual by providing procedures for project activities; 2) it provides guidelines and conventions to standardize various elements of the project - e.g. project reports, deliverables, etc. – through the use of agreed procedures and templates where relevant. Additionally, it describes the activities within the scope of the risk management strategy of the project.

The handbook represents a dynamic document and will be updated as required throughout the project.

1.2 Document Scope

This document is to be used by all participants of the EURMARS project and is open for public use.

1.3 Precedence

The general principles of project execution are defined in the EU Grant Agreement (GA) [2], the Consortium Agreement (CA) [3] and the PROGRAMME SECURITY INSTRUCTION (for the Horizon Europe Programme) [1]. The Project Handbook does not replace any of these established agreements, nor does it replace any of the EU guidelines for project implementation and documentation.

Where there are any inconsistencies between these documents, the following order of precedence should be applied:

- EU Grant Agreement, also referred to as the Grant Agreement (EU GA);

■ Consortium Agreement (CA);

■ Project Handbook (present document).

Any issues related to precedence will be resolved by the Executive Board (EB) as required. This body has the power to amend this handbook throughout the execution of the project.

2 General Project Information

2.1 Project Data

Title	An advanced surveillance platform to improve the EURopean Multi Authority BordeR Security efficiency and cooperation
Acronym	EURMARS
Grant Agreement No.	101073985
Funding Programme	Horizon Europe
Type of action	HORIZON-IA HORIZON Innovation Actions
Project start	2022-10-01
Duration of the project	36 Months

2.2 Project Consortium/list of participants (Coordinator, beneficiaries and Associated partners)

No	Partner Names	Short Name	Role	Country
1	EUROPEAN DYNAMICS LUXEMBOURG SA	ED	COO (Coordinator)	Luxembourg,
1.1	EUROPEAN DYNAMICS ADVANCED INFORMATION TECHNOLOGY AND TELECOMMUNICATION SYSTEMS SA	EDAT	AE (Affiliated entities)	Greece

2	AIT AUSTRIAN INSTITUTE OF TECHNOLOGY GMBH	AIT	BEN (beneficiary)	Austria
3	TEKNOLOGIAN TUTKIMUSKESKUS VTT OY	VTT	BEN	Finland
4	GEOSYSTEMS HELLAS IT KAI EFARMOGESGEOPLIROFORIAKON SYSTIMATON ANONIMIETAIREIA	GSH	BEN	Greece
5	HARDWARE AND SOFTWARE ENGINEERING EPE	HSE	BEN	Greece
6	ADDITESS ADVANCED INTEGRATED TECHNOLOGY SOLUTIONS & SERVICES LTD	ADI	BEN	Cyprus
7	THALES ALENIA SPACE FRANCE SAS	TASF	BEN	France
8	CENTER ODLICNOSTI VESOLJE, ZNANOST IN TEHNOLOGIJE	SPACE-SI	BEN	Slovenia
9	TRILATERAL RESEARCH LIMITED	TRI	BEN	Ireland
10	COMMUNICATION AND INFORMATION SYSTEMS DIRECTORATE	CDBP	BEN	Bulgaria
11	GLAVNA DIREKTSIA GRANICHNA POLITSIA	GDBP	BEN	Bulgaria
12	MINISTRY OF TRANSPORT, COMMUNICATIONS AND WORKS	JRCC	BEN	Cyprus
13	General Maritime Directorate	GMD	BEN	Albania
14	INSPECTORATUL GENERAL AL POLITIEI DE FRONTIERA	RBP	BEN	Romania
15	EUROPEAN UNION SATELLITE CENTRE	SATCEN	BEN	Spain
16	INSTITUT PO OTBRANA	BDI	BEN	Bulgaria

17	THE UNIVERSITY OF READING	UREAD	AP (Associated partner)	United Kingdom
18	HOME OFFICE	UKH	AP	United Kingdom

Further Contact Information

In the annexes all the main contacts are listed, the following table can be found:

■ Annex I: list of persons and roles;

■ Annex II: list of main contacts per organisation;

■ Annex III: list of work-package leaders;

■ Annex IV: members of the General Assembly;

■ Annex V: members of the Security Advisory Board;

■ Annex VI: members of the Stakeholder Advisory Board (could be changed during the project).

The list of consortium members and their contact information can be found on the project homepage (https://eurmars-project.eu/) [4].

Personal contact information of people involved in the project can be found on the ProofHub platform (Link) in the list "Partner Contacts". This includes also the definition of their role in the project. Every person involved in the project must keep his/her personal information up-to-date in the contact list.

3 Legal Conditions

This project is funded by the European Union's Horizon Europe research and innovation programme under the call: HORIZON-CL3-2021-BM-01: Enhanced security and management of borders, maritime environment, activities and transport, by increased surveillance capability, including high altitude, long endurance aerial support.

The most important legal conditions are to be found in the following documents.

3.1 Grant Agreement (GA) [2]

The Grant Agreement [2] is the legal basis for the implementation of the project. It consists of the following:

■ Terms and Conditions (this is the core contract);

■ Annex 1 Description of the action (DoA);

■ Annex 2 Estimated budget for the action;

■ Annex 3 Accession Forms;

■ Annex 4 Model for the financial statements;

■ Annex 5 Specific rules;

Although the core contract is signed between the EU and the Coordinator of the project, all partners have become individual contract partners with the Commission by signing the Accession Forms.

The Grant Agreement must be kept by all partners and should be provided to the auditor in case of an audit. It can be downloaded from the participant portal and from the "Contractual" folder of the EURMARS project.

3.2 Consortium Agreement [3]

Whereas the Grant Agreement is signed between the EU and the partners, the Consortium Agreement is signed between the partners themselves. It arranges in more detail the provisions of the Grant

Agreement, such as but not limited to: financial provisions, governance structure, intellectual property rights and liability etc.

The Consortium Agreement must also be kept by the partners and must be shown in case of audits.

3.3   Amendments

During the project, circumstances may arise to call for a request to the EU for an amendment of the Grant Agreement. Reasons may vary, but could be:

■   Change of partner(s);

■   Change of legal entity;

■   Changes in the Budget (EU GA: Annex 2);

■   Changes in the DoA (EU GA: Annex 1).

In case an amendment is needed, the Coordinator shall submit such a request after a decision in the General Assembly. After approval, the Coordinator shall distribute the revised Grant Agreement to the partners, replacing former versions. Budget changes that do not affect the content of DoA of the EU GA Annex 1 [2] can be taken care of by the consortium itself, by taking a decision through the General Assembly and informing the Project Officer. Amendments may be requested by any of the project partners.

4 Project Management Structure
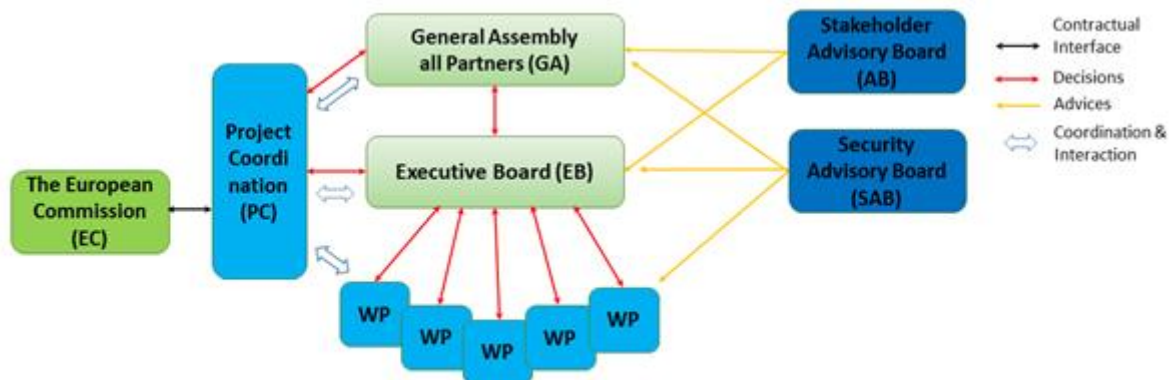
Figure 1 EURMARS management structure.

The project management structure has multiple layers of decision-making:

Stakeholder Advisory Board (AB)

The Stakeholder Advisory Board provides expert advice on matters that influence impact and results of the project.

Security Advisory Board (SAB)

The Security Advisory Board monitors the dissemination of public deliverables by filtering out sensitive information prior to release.

General Assembly (GAs)

The General Assembly is the ultimate decision-making body of the consortium. It deals with partner enrolment and exit, budget changes, Intellectual Property Rights (IPR) issues and conflicts.

Executive Board (EB)

The Executive Board is responsible for supervising the overall strategic and technical management of the project and reports directly to the GAs. Moreover, it is responsible for proper execution and implementation of the decisions of the General Assembly.

Project Coordination

The Project Coordination is responsible for efficient management of the project and individual activities with respect of time, budget and quality. It also functions as the intermediary for all communication between co-beneficiaries and the European Commission.

Work Package Leaders (WPL)

Work Package Leaders are responsible for workflow, coordination and progress within their WPs and other WPs. They ensure that the Coordinator is informed about WP developments. Adjustment to work must be agreed by the Coordinator.

4.1   Roles

4.1.1   Security Advisory Board (SAB)

The sensitivity of deliverables will be monitored by EURMARS Security Advisory Board (SAB), consisting of project practitioners and government border authority members with good knowledge of security issues. The SAB will:

■   Review all the project deliverables

■   Assess whether they include any security-sensitive information

■   Propose timely measures for preventing the misuse of such information

■   Scrutinize any partner's publication with particular attention to:

    O   Documentation

    O   Information

The Security Advisory Board (SAB) will be coordinated by EURMARSs coordination team (ED) and will involve representatives from the following organizations, who have been appointed at the start of the project:

■   JRCC

■   GDBP

■   RBP

A list of members is provided in Annex V.

4.1.2   Stakeholder Advisory Board (AB)

EURMARS will engage a Stakeholder Advisory Board (AB) comprised of ethical & legal specialists, additional practitioners as well as other stakeholders considered relevant. The goal of the AB is twofold:

1. To be informed regularly about project progress and receive privileged information about the project (including specific confidential deliverables or parts thereof). Approval of distribution of confidential information to the AB is given by the Coordinator (ED).

2. Provide advice and guidance to the project concerning topics of relevance and concerns from the end-user community in general.

Initial Members of the AB will be appointed soon after the project Kick-Off meeting and documented in the list provided in Annex VI – the members could be changed during the project.

4.1.3   General Assembly (GAs)

The ultimate decision-making is the responsibility of the General Assembly. Its role is to decide high-level management issues, including technical, financial, exploitation, dissemination, planning and control matters.

It is represented with 1 vote for each partner organization. It is chaired by the project Coordinator unless otherwise decided by the GAs.

The GAs shall be free to act on its own initiative to formulate proposals and take decisions. In addition, all proposals made by the Executive Board shall also be considered and decided upon by the GAs.

The following decisions shall be taken by the GAs:

■   The technical re-orientation proposed by the participants

■   The allocation of funds (received and distributed by the lead partner)

■   Evolution of the consortium (e.g.: entry of a new partner, withdrawal of a partner).

■   IPR, dissemination and exploitation issues

■   Resolution of conflicts on technical, financial and strategic issues

Plenary meetings are planned TWICE per year or when it is needed in specific situations (in line with consortium plenary meetings). Offline voting is possible.

All decisions of the GAs are taken with 2/3 majority votes.

The quorum of the GAs meetings is 2/3 of its members.

4.1.4 Executive Board (EB)

EB is the supervisory body for the execution of the Project. It consists of the Coordinator and the representatives of the Parties appointed to it by the General Assembly, and is responsible for:

■ Preparing meetings, proposing decisions and preparing the agenda of the GAs.

■ Collecting information on the project's progress, assessing compliance with the project plan and eventually propose modifications.

■ Advising the General Assembly (GAs) for the re-allocation of the project tasks and budget in case of abolished tasks in accordance with prior commitments in the DoA.

■ Making proposals to GAs for the review and/or amendment of the terms of the GA.

■ Reviewing and deciding in case of troubles with a partner and preparing proposals to GAs with regards to actions to be taken.

■ Reviewing and deciding in case of defaults of the Coordinator in the performance of its tasks and preparing the proposal to GAs on action to be taken.

■ Selecting and proposing to GAs possible new partners to enter into the project.

■ Deciding on the technical roadmap for the project.

■ Deciding on the selection of additional expertise (sub-contractors).

■ Supporting the Coordinator in preparing meetings with the Commission and the supply of related data and deliverables.

The Coordinator will convene meetings of EB regularly every three weeks and in any case at least on a bimonthly basis. The technical Coordinator has to join this meeting and support all members.

Plenary meetings are planned every month or when it is needed in specific situations (in line with consortium plenary meetings)

The chairman of the Executive Board (EB) is the project Coordinator.

4.1.5   Technical Committee (TC)

In compliance with the decisions of the Project Coordination Team (PCT), the Technical Committee (TC) will ensure a strong consistency between the technical WPs. The TC will be responsible for the planning, execution and monitoring of the project, concerning technical issues. The TC will be chaired by the PC and the Technical Manager and will be responsible to review the results obtained in the work packages and assess whether these are of the expected quality. It will delegate decisions to the General Assembly only when major changes are posed in the project's evolution or when no consensus can be reached.

4.2   Project Coordinator

The EURMARS project is coordinated by ED and acts as the intermediary between the partners and the European Commission (Funding Authority).

The coordination of the project is performed at three levels:

4.2.1   Project Coordination

Project Coordinator

The project Coordinator is responsible for the overall project progress, for financial planning and reporting, for organizing the consortium meetings and review meetings. The project Coordinator is the project contact point to the EU project officer (PO) representing the funding organization.

The project Coordinator is also the chair of General Assembly and the Executive Board.

They are further responsible for: Monitoring compliance by the participants with their obligations. Ensuring that project objectives are met and deliverables are prepared on schedule. Collecting and reviewing to verify consistency of reports and other deliverables as well as financial statements (confirmation of work fulfilment). Co-operation with related or partner projects and external experts and knowledge management.

They are also responsible for the administrative and organizational matters:

■   Organising project launch.

■   Organising and following-up periodic consortium meetings.

■   Managing the delivery and the follow-up of administrative and financial documents.

■ Provide logistic support and electronic tools for efficient project internal information exchange, partner collaboration and coordination.

■ Easing the work of the administrative tasks and notifying the consortium of due dates.

■ Establishing common processes and continuous improvement measures to ensure efficient process workflows during the project lifetime.

Technical Manager

The technical manager is responsible for controlling and guidance of all technical activities in the project. He/She continuously monitors the technical progress towards project objectives, monitors the work plan implementation and oversees the implementation of the quality review process for all reports, including Periodic Progress Reports and deliverables produced by the project. He/She supports the Technical Committee in coordination with the work package leaders.

The Coordinator team works closely together to guarantee a smooth project communication internally (within the project) and externally (with the EU and the public at large).

4.2.2   Innovation, Dissemination & Exploitation Manager

The innovation, dissemination & exploitation manager is responsible for managing related activities of the project through the stages of the innovation cycle and defining the most pertinent business model. He/She will also support the project in examining possibilities of extensive post project market validation, exploitation routes, the investment risk/reward, the chances of success and the availability of future (post-project period) finances and resources, ensuring timely response to internal and external opportunities. He is responsible for managing Intellectual Property (IP) related matters based on the fundamental IPR rules defined in the GA [*2*] and CA [*3*].

He/She is responsible for managing and taking measures to disseminate project results during the course of the project. He/She is also responsible for planning all dissemination measures for the project results during the course of the project (not a contractual deliverable) and will provide the report on dissemination activities and their results.

The exploitation manager is responsible for managing and taking measures to exploit project results during the course of the project and for planning exploitation steps that will be effective after the project ends. This shall result in an exploitation plan documenting the exploitation during the project and the planned steps after the project's end.

4.2.3   Quality Assurance Supervisor

The quality assurance supervisor is responsible to control and improve the quality of work. This shall be done by monitoring the compliance with internal and external rules and introducing new processes and procedures that improve the quality of the delivered results. Key Performance Indicators (KPIs) are to be monitored intensely and presented in the progress and periodic Management Reports with the following methodology:

■   Create KPIs (table format) for the WPs and the project Horizontal and Vertical Activities

■   Table contents -> WPs, Indicator, Measure, Metric, Target Value

■   Example – WP1: Project Management and Quality Assurance:

Performance Indicator	Framework for metrics
1-1. On time submission of deliverables	1-1-1. In time project progress: No. of deliverables submitted on time
1-2. Internal and External Quality Review Cycle for Deliverables	1-2-1. Duration for internal review phases
	1-2-2. Results of reviews/assessment with grade of "good" (or equivalent)
1-3. Quality of deliverables	1-3-1. Percentage of rework requests (over total no. of deliverables)

Additionally he/she monitors the risks associated with the project.

4.2.4   Security Officer

The role of the project security officer (PSO) is to guarantee that the rules on the handling of EU classified information and applicable security procedures are respected.

4.3   Work Package Leaders (WPL)

The WP Leaders (WPLs) and the Task Leaders (TLs) will be responsible for the detailed implementation of the work packages and tasks and the preparation of the corresponding deliverables and milestones. The WPLs perform operative management at the level of their work package and are responsible for the following activities:

■   Vertical (web)Conferencing among the team Members

- Continuous workplan and role monitoring among partners

- Update of WP plan in PROOFHUB

- Engage and monitor partners in everyday work

- Ensure that deadlines are met

- Update the coordination board

The WPLs report to the TC and to the GAs (if the latter requires more detailed information on some issue). The TLs assist the WPLs in planning, managing and performing their respective tasks in the WP context.

The Work package leaders list is provided in Annex III.

4.4 Task Leaders (TL)

For each Task within a Work Package, a Task Leader (TL) is allocated as well. Task Leaders are responsible for the proper execution of work within their Task and also for organizing meetings of the corresponding task teams, whenever it appears to be necessary to discuss the further progressing of work in the specific Work Package.

5   Project Work Structure

EURMARS is a 3-year project organised in 6 distinct and closely crosslinked work packages. Additionally, the extra work package WP7 Ethics requirements, which was introduced by the EC, is under the control of ED and TRI. The work packages are organised into tasks, each having an assigned task leader (WPLs), which are responsible for the implementation of the project tasks of their respective WP. Each task will report their work in related deliverables.
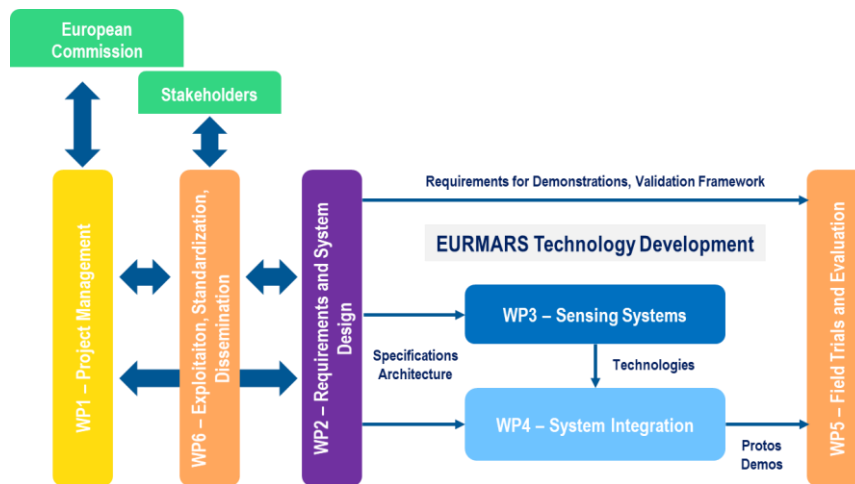
Figure 2 EURMARS pert chart showing the interrelation of the work packages

5.1   Project Work plan and milestones

The project runs from 2022-10-01 to 2025-09-30 with a duration of 36 months. The time plan and the milestones of the project are defined in GA/Annex 1. Milestones are important dates at which certain measurable project achievements (usually in the form of deliverables) have to be reached and allow to monitor the project progress. Figure 3 shows the timeline of the project with the due months of the most relevant milestones.

Figure 4. GANTT Chart.

5.2 Deliverables

The deliverables form the core project results.

Deliverables are numbered by WP number and consecutive numbers proceeded by the letter "D", e.g. "D3.2" meaning the 2nd deliverable of WP3.
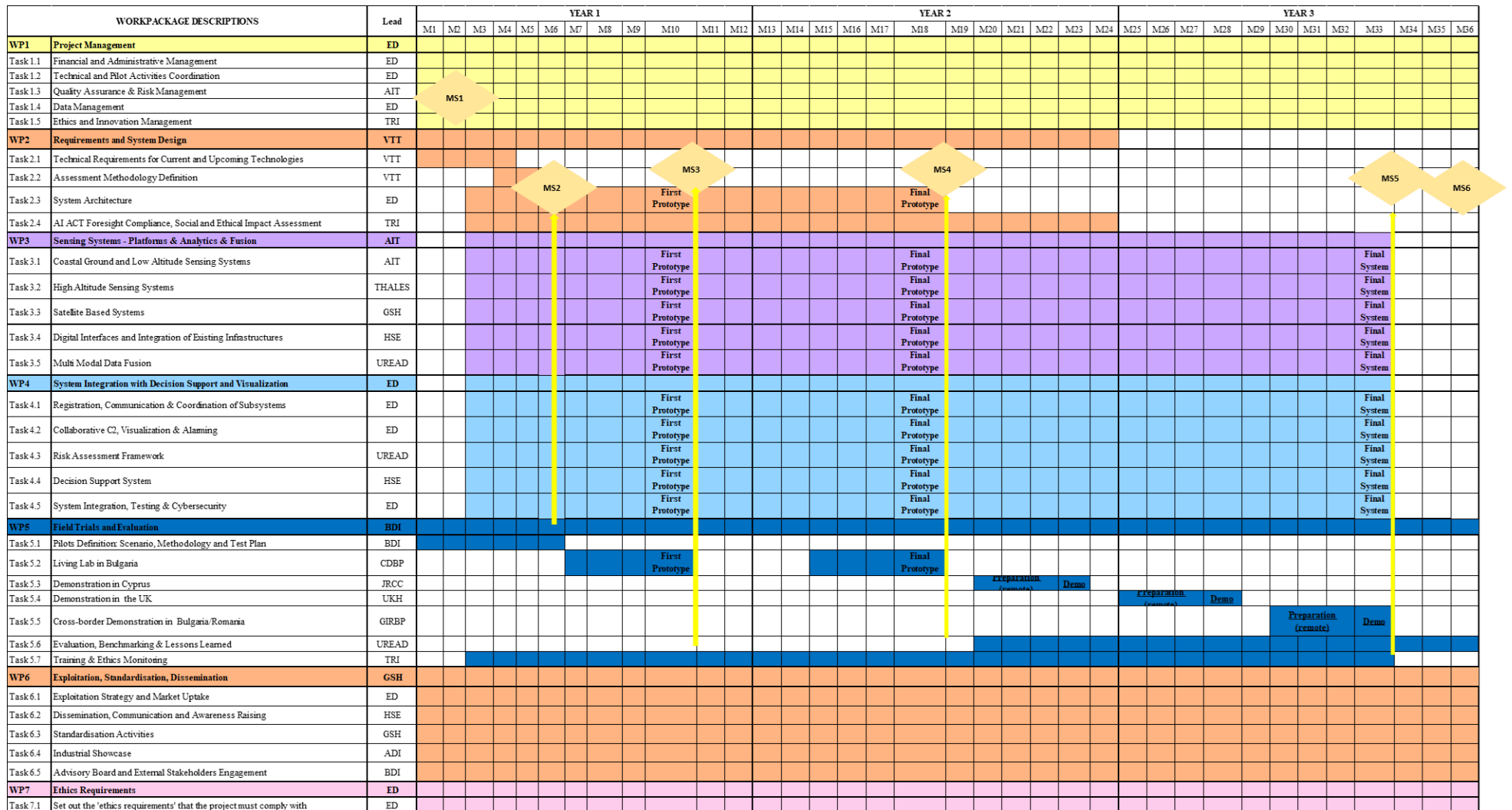
The deliverables of the project EURMARS are defined in the GA Annex 1. The deliverable documents (reports, specifications, handbooks, etc.) ensure that the project progress is thoroughly documented. A list of all deliverables with their current status is maintained on the Electronic Communication Platform (ECP).

The current and final versions of the deliverables documents of the project EURMARS are uploaded on the ECP in the *Deliverable* section of each WP. The responsible partner for each deliverable is defined in the GA Annex 1 as well. Each deliverable must be submitted to the European Commission by the Coordinator, in accordance with the timing and conditions set out in the GA.

If a deliverable is not due in the form of report, but, for example, is a piece of software code or any other item, a short management summary must be uploaded in the form of a document that explains the deliverable and refers to any applicable *internal* document (e.g. a software test report or a specification).

Document templates for regular reports as well as management summaries are provided in the ECP *Documents/Internal Documents/Templates*.

5.2.1 Deliverables deadlines

Deliverables undergo a reviewing process before they are approved.

On-time delivery is of great importance to ensure a timely project progress and any delay must be avoided. In case of any potential delay of a deliverable, the project Coordinator must immediately be notified by the responsible, not later than four weeks before the deadline. The lifecycle of a deliverable is defined in Section 9.4.

6 Internal Communication

As internal communication is considered the communication within consortium partners. An active communication strategy is implemented to achieve maximum transparency and build team identity. Following communication tools will be used.

6.1 Meetings

Regular meetings are an important factor of project success as they ensure the update of the project status and exchange of information among all participants. A meeting can be both in form of physical meeting or web-conference.

The EURMARS participants will hold administrative and technical meetings.

6.1.1 Numbering scheme for meetings

Each meeting receives a unique number for easy identification and reference. Meetings are numbered by the scheme explained in Figure 5 with xx being a two digit consecutive number with leading zero, and yy being a two-digit **WP number**.

6.1.2 Types of meetings

The following are the main types of meetings in the project:

Type	Acronym	Frequency	Numbering Scheme	Responsible	Comment
Consortium meeting	CM	At least once a year	CMxx	Coordinator	
Executive Board meetings	EBM	At least quarterly	EBMxx	Coordinator	Usually in connection with WPM

Other EC meetings	ECM	On demand	ECMxx		Any other contacts to EC or PO.
General Assembly meetings	GAM	At least once a year	GAMxx	Coordinator	
EU Review meetings	RM	According to the reporting period on months: 10, 18, 36	RMxx	Coordinator	Usually in connection with ECM
Workpackage Meetings	WPM	on demand, organized by WPLs	WPMyy-xx	Workpackage Leader (in agreement with the Coordinator)	

Figure 5 Meeting types in EURMARS.

6.1.3   Calendar

A list of planned meetings with date, location and organizer is maintained in the Electronic Communication Platform (ECP) on the calendar.

Eurmars/calendar

The Coordinator and the WP leaders are in charge of regularly entering all relevant Project/WP-related events in the calendar, that are of general interest to the project.

In general, the following events are expected in relation to the WPs:

■   CM, EBM, ECM, GAM, RM;

■   WPMx à face to face/virtual meetings, other relevant events.

6.1.4 Agenda

Invitation to meetings shall be sent no later than 45 calendar days for a GAM and 14 calendar days for an EBM. Extraordinary meetings may be appointed with invitations sent no later than 15 calendar days for a GAM and 7 calendar days for an EBM.

The agenda of the meeting must be distributed to meeting participants via email at least 21 calendar days before a GAM (10 calendar days for an extraordinary GAM) and 7 calendar days before an EBM. The preferred way of inviting participants to the meeting is via calendar invitation, however this is not mandatory.

The agenda must contain:

■ Date and location of the meeting

■ Contact of organizer or meeting place (mobile phone number)

■ Name of all meeting participants

■ a tentative time plan

Any agenda item requiring a decision by the members of a consortium body must be identified as such on the agenda. Any member of a consortium body may add an item to the original agenda by written notification to all of the other members of the consortium body up to 14 calendar days before a GAM (7 calendar days for extraordinary GAM) and 2 calendar days before an EBM. During a meeting the members of a consortium body can unanimously agree to add a new item to the original agenda.

Meetings of a consortium body may also be held by web-conference or other telecommunication means.

6.1.5 Minutes of Meetings

Each meeting has to be documented by the meeting organizer in the minutes of meeting (MoM). MoM must at least contain:

■ Date and location of the meeting

■ Name of all participants

■ Agenda

■ List of action items resulting from the meeting

Note: Action items recorded at meetings must be transferred from MoM to the EURMARS issue tracker in ProofHub by the owner of the Action Items List.

Document Templates for meeting agenda and MoM are found on ECP under Internal Documents – Document Templates. Their use is mandatory.

6.2 Emails

For the ease of communication several mailing lists are provided. The Coordinator has a central contact address:

eurmars-coord@eurodyn.com

It is required to set the Coordinator address in CC in all important e-mail communications.

A standard subject title is proposed. This helps to quickly recognize project related emails. Project related e-mails should include in the subject title: 'EURMARS and WP number (if applicable) followed by a more specific description of the subject, deadline for feedback or reply (optional), see below an example:

[Subject: EURMARS: Kick off meeting minutes, till November 1st 2022]

The following mailing lists with their scope are available, the updated list can be found on the ProofHub Platform. Change requests must be directed to the coordination team.

List	Participants	E-mail
GAs members	GAs members all the main contacts of each institution	eurmars-ga@eurodyn.com
EB members	All EB members	eurmars-eb@eurodyn.com
TC members	All TC members	eurmars-tc@eurodyn.com
All members	All members of the consortium	eurmars-all@eurodyn.com
WP1	Project Management	eurmars-wp1@eurodyn.com
WP2	Requirements and System Design	eurmars-wp2@eurodyn.com

WP3	Sensing Systems - Platforms & Analytics & Fusion	eurmars-wp3@eurodyn.com
WP4	System Integration with Decision Support and Visualization	eurmars-wp4@eurodyn.com
WP5	Field Trials and Evaluation	eurmars-wp5@eurodyn.com
WP6	Exploitation, Standardisation, Dissemination	eurmars-wp6@eurodyn.com
WP7	Ethics requirements	eurmars-wp7@eurodyn.com
AB	Communication of/to the Advisory Board. It is maintained by the Coordinator	eurmars-ab@eurodyn.com
SAB	Communication of/to the Security Advisory Board.	eurmars-sab@eurodyn.com

6.3 Electronic Communication Platform (ECP) - ProofHub Platform

A project ProofHub platform in the form of an Electronic Communication Platform (ECP) is set up to act as information exchange and data/document-store repository for all working documents, minutes and reports. It maintains relevant lists such as project calendar, contacts, item list etc. The address of the ProofHub platform is:

https://Eurmars/overview

The ProofHub platform is maintained by the Coordinator. Access to it can be requested through the Coordinator.

Permission levels

There are different permission levels. WP leaders and project Coordinators can use the ProofHub platform site to read/download/upload documents.

The administrators can assign different permission levels to the partners e.g. only reading and downloading access.

Version control

The versioning control of the documents is active, a version of the document is created each time a document is uploaded with the same name in the document library.

Browser

Access is supported by any browser, for editing the use of Internet Explorer is recommended. It is recommended to add the portal site to the list of trusted sites.

ProofHub is easily accessible through a web browser via https protocol. The structure contains a general top-level site – EURMARS Overview– mainly

It can be accessed via any web browser without the need for any additional installations. The home screen contains widgets that can be adjusted by the individual user. The defaults are the following:

■ Announcements: The users can share an announcement with specific consortium members. These announcements can last 24, 48 hours, one week, or forever.

■ My shortcuts: The users can quickly access areas of the ProofHub platform such as tasks, milestones, logged time, activities, stickies, and bookmarks

■ Project: The users will be able to navigate directly to the EUMARS project

■ Agenda: The users can have an overview of the tasks, milestones, and events.

■ My tasks: The users can have an overview of the various tasks they are involved in. The columns are configurable to show information that is needed without overwhelming the users
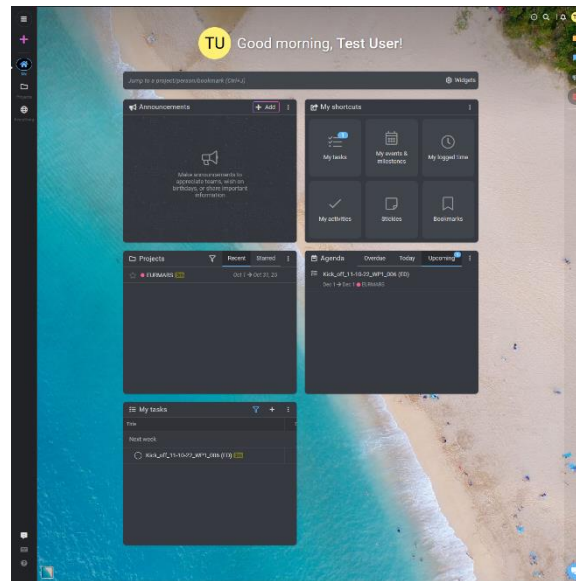
Figure 6 ProofHub homescreen.

The structure contains a general top-level site – EURMARS Overview– mainly related to issues relevant to the whole project. Additional sites are discussions, tasks, gantt, calendar, notes and files. Files are dedicated to Admin, contractual, legacy, meetings, dissemination, reporting and the WPs.

6.3.1   Tasks

Selecting the EURMARS project navigates the users to the Tasks section, where they can add individual tasks and task lists.
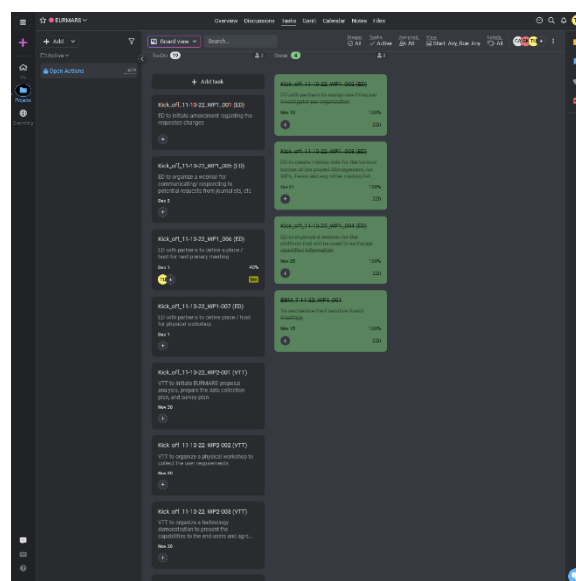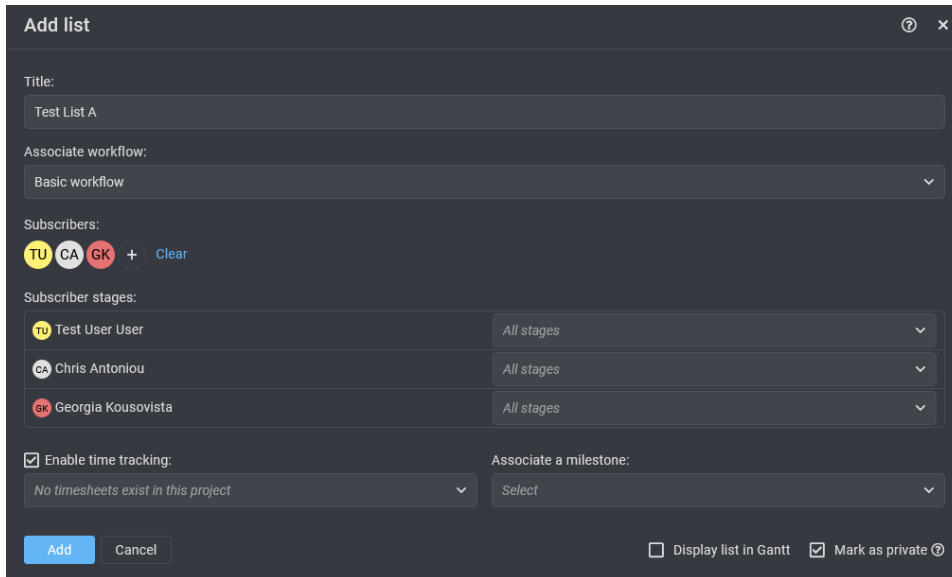
Figure 7 ProofHub tasks.

While adding a new Task list, the option "Mark as private" should be enabled so that it is visible only to the specified subscribers.

Figure 8 ProofHub Task list.

6.3.2   Folder structure

The following folders have already been created:

■   Action Items: This folder will contain a list for issue tracking. It refers to actions related to general project issues. It is not supposed to be used, for example, bug-tacking in software development.

■   Admin: Information regarding administrative tasks will be stored in this folder.

■   Documents: This folder will contain internal documents that all the Partners of the consortium will have access to, such as templates, the initial Proposal, the Grant Agreement, the Consortium Agreement, relevant legislation, etc. It will also contain public documents for dissemination purposes.

■   Lists: This folder will contain different lists such as members of the GAs, WP leaders partner contacts etc.

■   Meetings: This folder will contain documents related to the meetings of the consortium, such as agendas, minutes, presentations, etc

■   Reporting: This folder will contain all the documents related to the periodic reports of the project.

■ WP1-7: Each WP folder will contain the documents related to the respective WP. Additional folders can be created for each task. It will also contain the documents related to the production of the deliverables of the WP.

■ **Risks table**: This folder will contain an updated list of risks and proposed mitigation measures. During the project action and risk table items are incrementally added to the list. They will be collected from all different kind of meetings or assignments. Each item has an ID, to easily retrieve from where the issue is coming from. It consists of the identification of the meeting, WP number and a number for the current issue: e.g. EB03_2.**1** is the **1**st issue originating from the Executive board meeting 3, in WP2. Each item is assigned to one or more persons. The items have usually a due date and a status, which can be:

○ Not started: Currently not processed;

○ In Progress: Issue is currently being processed;

○ Completed: Issue resolved, or information delivered;
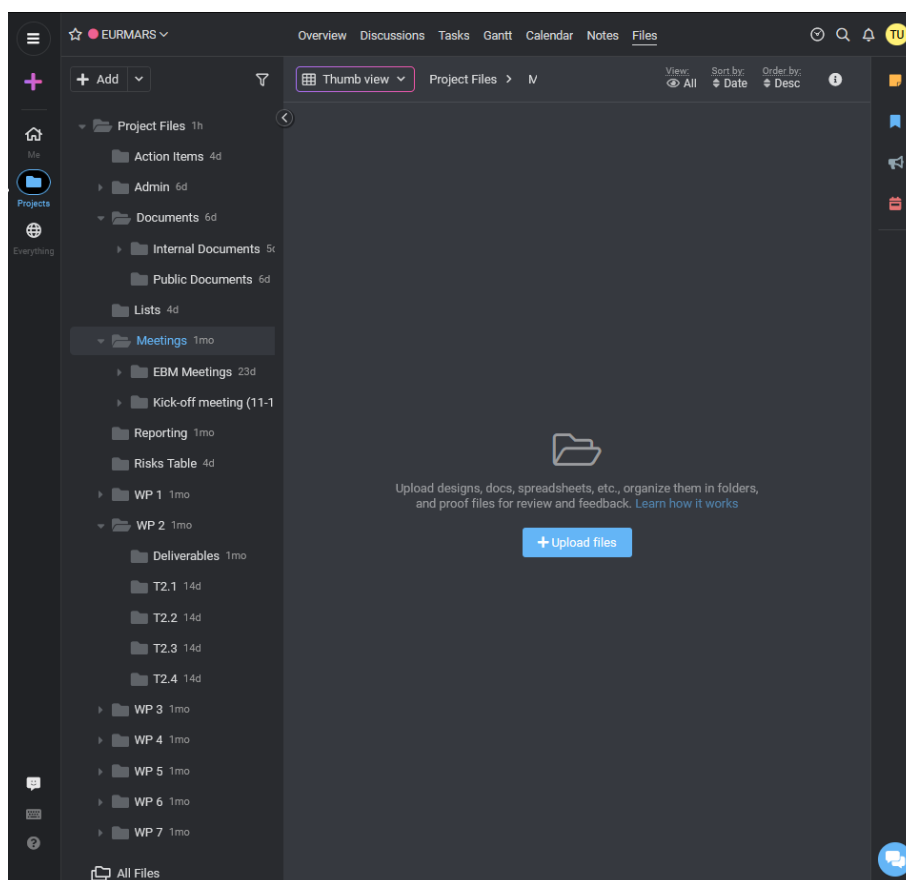
Figure 9 Folder Structure.

6.4 Teleconferencing (TelCo)

Conference calls will be led though the tool Zoom. It is hosted by ED. To schedule a TelCo the meeting host will coordinate a phone call by his/her organisation or an email has to be sent to the Coordinator with the following content:

- Title

- Date

- Time and duration

The TelCo is started by the host or the Coordinator. The host is always the chairman.

6.5 Software and data sharing

The development of the software and the code generation will be done using a software version configuration tool and code review tools (for quality and security) (e.g., Git, Maven, Jenkins, etc.) and a repository (e.g. Nexus). A feature-branch or git flow workflow will be adopted, ensuring that all necessary components of the EURMARS system will be available for the distributed development teams. At all times a ticketing/issues system (e.g., Atlassian Jira ticketing system or Github issuing system, FusionForge) will be used by all partners for reporting and managing issues, bugs, etc.

6.6 Conflict Resolution

In the course of the project the consortium will have to agree on and develop technical, scientific, and commercial ideas and specifications. Usually, an agreement will be reached first by informal contact, followed by official confirmation via electronic mail, letter, or agreed written minutes. For important issues, the agreement may take the form of a short report that needs to be signed by those responsible for decision-making. Non-technical factors such as resource allocation and contractual terms will also need to be agreed, and documented in writing. Individual Task Leaders

and Work Package Leaders will immediately inform the coordinator if potential conflict situations arise. 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 on the WP level first. Decisions will be made by a majority vote of the Technical Leaders of all consortium members. If the decision being taken is unacceptable to partners found in the minority positions, the resolution of the conflict will be escalated according to the procedure summarised in the following steps:

- First, the implementation team - the team responsible for the delivery of a project plan task/activity- will inform the WP leader of the conflict that occurred

- The WP leader will organize the WP team meeting, and the issue will be discussed. In case of agreement, the team will inform the PC

- If no decision is taken, the WP leader will inform the Coordination team. The latter will contact the responsible persons and try to resolve the conflict

The Coordination Team will meet with the relevant parties in order to discuss the conflict. If no agreement occurs, the issue will go to the General Assembly, who will have the authority for the final decision. The final decision must be accepted by all parties.
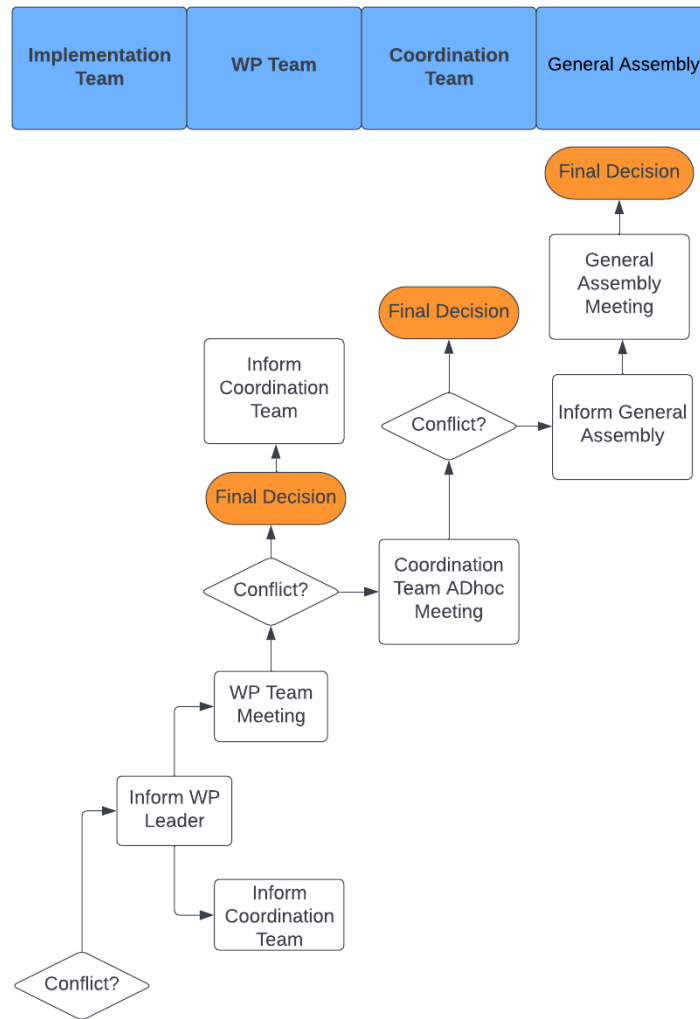
Figure 10 EURMARS Conflict Resolution Procedure.

The decision scope at the task level is that all partners being involved in a task are eligible to contribute to a decision regarding that certain task; in case that a capable decision cannot be taken at that level, the issue must be forwarded to the WP leader who will act as mediator. The same procedure applies at the level of work packages, where resolution is first attempted via mediation helped by the project coordinator. The ultimate final decision for all unresolved conflicts will be made by the General Assembly.

The only exception, where the European Commission shall be consulted, is when the project coordinator brings forward arguments that a decision of the General Assembly may jeopardise the whole project, for example, by deviating from targets and outcomes expected by the European Commission. In this case, implementation will be delayed until feedback from the Commission is received. The project coordinator will be responsible for seeking advice from the Commission immediately after such a decision has been made.

In the case of persistent disputes, the consortium will inform the Project Manager, solicit the advice of reviewers and call for an extraordinary meeting. If it becomes necessary to involve the responsible EC Officer, a formal request for a meeting will be submitted.

7 Dissemination

Dissemination is considered external communication towards parties outside the consortium, target groups of the project, stakeholders and the EU Project Officer. The partners have an obligation to disseminate results unless it goes against their legitimate interests.

The envisioned dissemination in EURMARS include the following

The dissemination measures should however be consistent with the project's Dissemination and Communication Plan (D&C Plan) and proportionate to the impact expected from the action. The project partner HSE is the leader for task 6.2: Dissemination, Communication and Awareness Raising which is responsible for dissemination and communication actions. The project's D&C Plan will be detailed in deliverable "D6.1 Exploitation, Dissemination, Standardisation Report - 1st Release" in M12. The D&C Plan will be updated, enriched with the project's D&C activities and evaluated in the next 2 releases of the deliverable namely "D6.2 Exploitation, Dissemination, Standardisation Report - 2nd Release" and "D6.3 Exploitation, Dissemination, Standardisation Report - 3nd Release " in M24 and M36 respectively.

To bridge the gap between the need to have a concrete approach to D&C activities in the project as soon as possible and the due date of D6.1, a preliminary D&C Plan will be developed by M3 as an intermediate internal deliverable to be integrated in D6.1 in M12.

7.1 Rules of Dissemination

The rules for dissemination are covered in Section 8.4 of the CA [3] and Article 17 of the EU GA [2]. More concretely, the partner wishing to publish, present or disclose information about the project must follow the following procedure:

■ A beneficiary that intends to disseminate its results must give advance notice to the other beneficiaries of at least 30 days, together with sufficient information on the results it will disseminate (title, list of authors, abstract of the content and purpose of publication).

■ Any other beneficiary may object within 20 days of receiving notification, if it can show that its legitimate interests in relation to the results or background would be significantly harmed. In such cases, the dissemination may not take place unless appropriate steps are taken to safeguard these legitimate interests.

■ The objection must include a precise reason and request for necessary modifications, for example, to edit or redact/remove content.

■ The objecting partner can request a publication delay of not more than 90 calendar days from the time it raises such an objection. After 90 calendar days the publication is permitted, provided that Confidential information has been removed from the publication as indicated by the objecting partner.

According to article 17 of the GA [2], partners are obliged to use for any dissemination activities any information that the project has received funding from the European Union, using the following guidelines:

■ display the EU emblem (if displayed together with another logo, the EU emblem must have appropriate prominence - High resolutions official EU emblems can be found here: https://europa.eu/european-union/about-eu/symbols/flag_en):

■ Include if applicable the following copyright information:

This document contains information that is protected by copyright. All Rights Reserved. No part of this work covered by copyright hereon may be reproduced or used in any form or by any means without the permission of the copyright holders.

EURMARS project is funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or REA. Neither the European Union nor the granting authority can be held responsible for them.

7.2   Project Graphical Identity

The project graphical identity and a logo will be consistently used for all communication activities and dissemination tools. These shall always include:

■ The name of the project – EURMARS;

■ The project's website URL (https://eurmars-project.eu/);

■ The EURMARS logo (to be found on the ECP);

It is recommended to always place the project logo on the front page of the document and the EU logo at the left side of the footer of the first page in the document.

7.3 Internal reporting dissemination activities

Each dissemination activity has to be reported and documented. For any such activity e.g. scientific publications, attendance or organization of conferences or workshops, press releases, exhibitions, flyers etc. you are asked to complete the EURMARS Event form (template) and copy it to the WP6 site on Proofhub: EURMARS Dissemination Activities.

7.4 Open access to scientific publications

Each partner must ensure open access (free of charge online access for any user) to all peer reviewed scientific publications relating to its results.

In particular, it must, as soon as possible and at the latest on publication, deposit a machine-readable electronic copy of the published version or final peer-reviewed manuscript accepted for publication in a publicly accessible repository for scientific publications.

Moreover, the partner must aim to deposit at the same time the research data needed to validate the results presented in the deposited scientific publications.

■ Ensure open access to the deposited publication — via the repository — at the latest:

 ◉ on publication, if an electronic version is available for free via the publisher, or

- ◉ within six months of publication (twelve months for publications in the social sciences and humanities) in any other case.

- ■ Ensure open access — via the repository — to the bibliographic metadata that identify the deposited publication.

The bibliographic metadata must be in a standard format and must include all of the following:

- ■ the terms "European Union (EU)" and "Horizon Europe";

- ■ the name of the action, acronym and grant number;

- ■ the publication date, and length of embargo period if applicable, and

- ■ a persistent identifier.

7.5   Website

The project website is set up for external communication purposes. It can be found at (https://eurmars-project.eu/). The project website is created with information about the project, its objectives, results, partners and events.

7.6   Social Media

EURMARS partners will actively exploit social media to create awareness on the project objectives, results and events and to come to an interactive dialogue with individuals and groups interested in the border surveillance domain. In particular, the EURMARS social media presence is established to the most business-oriented social media channels, namely LinkedIn and Twitter. The intention is to have an open approach and share with the public through these channels, the project's achievements in order to inform, communicate and raise awareness around EURMARS activities.

LinkedIn: With the EURMARS LinkedIn-page, the most professional and business-oriented target audiences will be covered and involved. Relevant LinkedIn groups will also be identified. The project will use these groups to disseminate the project research news, results, potential exploitation opportunities and impact to a large community of both researchers and industrials.

Twitter: A a EURMARS Twitter account will also be created to reach all types of audiences and at the same time focus in networking and exchange of points of view with industrial and European related initiatives, experts and professionals, public and business organisations and entities.

Video Sharing Platform: In case the consortium creates videos for D&C purposes, especially in the case of material collected during the project trials on the different pilot sites, an account on a video sharing platform (e.g. YouTube, Vimeo, etc) will be created to host this kind of dissemination material.

7.7   Newsletter

Interested parties will be able to sign up at the project website and receive a regular newsletter with updates from the project. The newsletter will be regularly edited by the consortium. An editor team is settled to manage the edition and sending of the newsletter. The main editor is HSE.

7.8   Standard Project Presentations

Standard PPT presentations are prepared to be used by the partners in public presentations, both in a short and a more detailed version, which will be periodically updated with information about the project results as they become available. The presentations are available on the ProofHub platform.

7.9   Additional dissemination channels

Dedicated additional communication channels will be established including:

- ■ Press Releases,

- ■ Articles,

- ■ Discussions in Workshops,

- ■ Market Uptake Launch-Event and a

- ■ Final Publishable Report

The EURMARS consortium will issue press releases for disseminating specific activities and results or addressing particular events. The project's press releases will be considered to be used by the partners for issuing of press releases on a national level. In addition, the EURMARS consortium will aim to share findings and achievements through articles and/or interviews in third party media, like websites, newspapers, magazines and external newsletters.

Besides the afore mentioned D&C material in the previous sections, additional material will be created as foreseen in the DoA:

■ Brochure(s)/Leaflet(s)

■ Poster(s)/ Banner(s)

■ Trial videos

■ Infographics

This material will be created at specific points in the project's lifetime either when certain project milestones have been reached or when partners or the whole consortium participate in particular events (workshops, industry events, presentations of publications etc.).

Brochure(s)/Leaflet(s) will summarise the project objectives, targeted results and presenting the consortium. They will be used in various occasions to provide basic information about the project (e.g. workshops, events, contacts with other projects, organizations or experts).

Poster(s)/ Banner(s) will summarise the key information about the project and will be produced for events attended or organized by the EURMARS partners.

EURMARS videos will be produced, with duration of about 1-2 minutes, explaining the objectives of the project, the rationale and its socio-political aspects.

All dissemination and communication material produced will be present or accessible through the project's website even if hosted in external platforms.

7.10 Document standards and templates

The consortium has, both internally and externally, specific communication requirements through electronic documents that can be printed if necessitated. Currently, the following templates have been identified as required to incorporate the project's visual identity for supporting internal and external communications:

- Deliverable Template (in Microsoft Word format)

- Presentation Template (in Microsoft PowerPoint format)

- Meeting Agenda Template (in Microsoft Word format)

- Minutes of Meeting Template (in Microsoft Word format)

- Official EU reports (such as Periodic, Final);

These templates integrate the project's logo, the colour scheme for the various elements in them and the EU flag alongside the funding disclaimer with the grant id. The objective is to succeed in establishing a consistent project identity as well as awareness and recognition among external stakeholders, EU bodies and the general public.

All project templates (deliverables, presentations, document standard) are saved on the project's file repository (ProofHub).

7.11   Document/File Naming Conventions

Document titles shall stick to the following conventions:

"EURMARS"_[Type/Ref.Nr.]_[Title|DateISO]_[Partner(opt)]_[Version].ext

	Deliverables	**Meetings**	**Conferences**
Start	EURMARS	EURMARS	EURMARS
Underscore	_	_	_
Type/Ref. Nr.	Deliverable Nr [Dx.y] x=WP Nr y = deliverable Nr	Type of document (Agenda, Minutes, Presentation). Presentations include WP Nr.	Event Title
Underscore	_	_	_
Title	Short title	Date and location of meeting	Date and location of meeting
Partner (conferences only)		Partner/Participant short name	Partner/Participant short name
Underscore	_	_	_

	"v" and number of revision [v0.1=draft version, v1.0=first approved version]	"v" and number of revision [v0.1=draft version, v1.0= first approved version]	"v" and number of revision [v0.1=draft version, v1.0= first approved version]
Version			

Following are examples of valid name constructions.

Deliverable documents:

[**EURMARS_Dx.y_Title_v0.1.ext**]

   Example: EURMARS_D1.1_Project Quality Management Plan PQMP_v0.1.docx

Meetings:

[**EURMARS_Type_Location_YYYYMMDD_Partner_v0.1.ext**]

   Agenda: EURMARS_Agenda_Athens_20221001_v0.1.doc

   Minutes of meeting: EURMARS_MoM_Vienna_20221003_v0.1.doc

   Presentation: EURMARS_WP1_Presentation_Vienna_20121203_AIT_v0.1.pptx

Conference presentations:

[**EURMARS_Event_Location_YYYYMMDD_Partner_v0.1.ext**]

   Presentation: EURMARS _KickOff2022_ Athens_20221001_ED_v0.1.pptx

The proposed rules for the versioning are used for disseminating documents outside the ProofHub platform. The ProofHub platform provides an automated versioning without visible filename changes – if the documents are used externally the proposed file naming schema should be applied.

8 Project Reporting

The purpose of the project reporting is twofold:

1) External project reporting to the EC is to review the performance of the project;

2) Internal progress reporting is to track the technical progress and the use of resources in order to ensure a smooth project progress and, if necessary, to take corrective actions in time.

8.1 Reporting calendar

Report	Receiver	Delivery Date																	
		Reporting periode 1																	
		M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	M13	M14	M15	M16	M17	M18
TPR	Co										Review								Review
FPR	Co																		
PR	Co, PO																		
FR	Co, PO																		
Report	Receiver	Delivery Date																	
		Reporting periode 2																	
		M19	M20	M21	M22	M23	M24	M25	M26	M27	M28	M29	M30	M31	M32	M33	M34	M35	M36
TPR	Co																		Review
FPR	Co																		
PR	Co, PO																		
FR	Co, PO																		

Figure 11 Timeline of the required reports.

Throughout the lifetime of the project there are:

- Periodic reports to the EU (**PR**), including periodic financial report (PFR) and periodic technical report (PTR);

- Final report to the EU (**FR**), including final financial report (FFR) and final technical report (FTR);

- Internal progress reports, including financial progress report (FPR) and technical progress report (TPR);

The project is divided in two reporting periods:

■ RP1: month 1 to month 18 (Oct. 2022-Mar. 2024)

■ RP2: month 19 to month 36 (April 2024-Sept. 2025)

The Coordinator must submit the periodic reports to the EU within 60 days following the end of each reporting period. In addition to the periodic report for the last reporting period, the Coordinator must submit the final report within 60 days following the end of the last reporting period. Detailed Reporting guidelines are provided by the EC [*6*].

All partners have to send their inputs via ECP.

8.2   Periodic Report (PR)

The periodic report (EU GA: Article 21.2) must be delivered to the commission by the Coordinator. Delivery is after each reporting period within 60 days. The report consists of a financial report and a technical report. This report must include explanations for any deviations (budget and content) from the DoA (EU GA: Annex 1).

The **periodic technical report** (PTR) consists of two parts; Part A and Part B:

A) Part A is generated automatically on the Participant Portal. It is based on the information entered by the participants through the periodic report and continuous reporting modules of the electronic exchange system in the Participant Portal. The participants can update the information in the continuous reporting module at any time during the life of the project. Part A contains:

■   the cover page,

■   a summary which can be used for publications by the EC, and

■   web-based tables covering issues related to the project implementation (e.g. work packages, deliverables, milestones, etc.)

■   the answers to the questionnaire (covering issues related to the project implementation and the economic and social impact).

The project Coordinator is responsible for part A.

B) Part B is the narrative part that includes explanations of the work carried out by the beneficiaries during the reporting period. More specifically it includes:

■   explanations of the work carried out by all beneficiaries and linked third parties during the reporting period

■   an overview of the progress towards the project objectives, justifying the differences between work expected under Annex I and work actually performed, if any.

Part B needs to be uploaded as a PDF document following the template of Part B Periodic Technical report.

WPL' s compile a report on their WP together with their TLs (Part B) and send it to the project Coordinator for uploading it to the participant portal. The project Coordinator consolidates the provided information and sends the complete periodic technical report to the consortium for review. The final approved version will be uploaded to the Participant Portal by the project Coordinator.

The Periodic Report Template can be found on the EC website under Horizon Europe reference documents:

https://ec.europa.eu/info/funding-tenders/opportunities/docs/2021-2027/common/temp-form/report/periodic-report_horizon-euratom_en.pdf

The internal progress report - Technical progress report (TPR) - support the delivery of the PTR and is meant for planning and controlling purposes.

The **periodic financial report** (PFR) consists of the following:

- Individual financial statement (EU GA: Annex 4) for each partner, for the reporting period concerned. This financial statement must detail the eligible costs for each budget category. Each partner and linked third parties must declare all eligible costs, even if costs exceed the amounts indicated in the estimated budget.

- An explanation of the use of resources and information on subcontracting and in-kind contributions provided by third parties from each partner for the reporting period concerned;

- a 'summary financial statement' will be created automatically by the electronic exchange system, consolidating the individual financial statements of the partners, including the request for interim payment.

The F-Sign of each partner will be able to complete online their own Financial Statement including the explanations on the use of resources, (also for their third parties). The project Coordinator will have a final check on the statements and submit electronically to the EC.

The internal progress report - financial progress report (FPR) - support the delivery of the PFR and is meant for planning and controlling purposes.

8.3   Final Report (FR)

In addition to the periodic report for the last reporting period, the Coordinator must submit the final report within 60 calendar days following the end of the last reporting period. This is generated automatically by the IT tool.

The final report consists of 2 parts - both of which must be completed in the grant management system (no need to upload any documents):

1) **Final technical report:** publishable summary of the entire project (giving an overview of the results, their exploitation and dissemination, and the conclusions about the project and its socio-economic impact)

2) **Final financial report**: final summary financial statement that is automatically created by the system and corresponds to the request for payment of the balance.

In some cases (and for beneficiaries/linked third parties requesting a total contribution of EUR 325,000 or more) it must be accompanied by a certificate on the financial statements (one certificate per beneficiary/linked third party).

8.4   Internal progress reports

In order to coordinate and control the delivery of the PR and FR the following technical and financial progress reports will be provided by the partners to the Coordinator.

8.4.1   Technical progress report (TPR)

Each work-package leader is responsible to provide 4/5-monthly the TPR with the support of task leader and partners involved in the work-package. It consists of the activities per partner/task for each period to show the periodic progress of the WP.

The TPR includes the following:

■   A summary of progress towards objectives and details for each task;

■   Highlight significant results;

■   A short descriptive report about the process in the WP;

■ Information about scheduled milestones and deliverables due in this reporting period.

Each TPR should contain all required information in a concise form. It has to be sent to the project Coordinator within two weeks after the specific reporting period with the ECP (ProofHub).
The Coordinator will integrate the TPRs into the technical part of the PR and FR.

8.4.2 Financial progress report (FPR)

Each partner is responsible to provide 4/5-monthly the FPR. It consists of approximate costs related to WP activities:

■ Efforts in Person-Month;

■ The travel and other costs. If the exact costs are not available an estimate would be sufficient;

■ Each cost should be shortly justified by a short description of activity and allocation to WP.

The FPR is in the form of a list to be filled in on the ProofHub platform.

8.5 Financial reporting in detail

8.5.1 Budget

The 'estimated budget' for the action is set out in Annex 2 of the GA [2]. It contains the estimated eligible costs, broken down by Partner (and linked third party) and budget category.

The budget categories are listed in the EU GA: Article 6.2, these are:

A. Direct personnel costs:

■ costs for employees (or equivalent);

■ costs for natural persons working under a direct contract;

■ costs of personnel seconded by a third party against payment;

■ costs for SME owners without salary;

■ costs for beneficiaries that are natural persons without salary;

B. Direct costs of subcontracting

If necessary to implement the action, the partner may award subcontracts covering the implementation of certain action tasks described in the GA. The partner must award the subcontracts ensuring the best value for money or, if appropriate, the lowest price. In doing so, it must avoid any conflict of interests (EU GA: Article 12).

C. Other direct costs:

- Travel costs and related subsistence allowances;

- Depreciation costs of equipment, infrastructure or other assets;

- Costs of other goods and services;

- Capitalised and operating costs of large research infrastructure.

- Costs of internally invoiced goods and services

D. Indirect costs. Indirect costs should be calculated like as: 0,25 *(direct personnel costs (A)+ other direct costs (C)). Note that costs of subcontracting are excluded from this 25% flat-rate.

8.5.2   Financial statement

The individual financial statement needs to be submitted electronically by each partner to the EU through the Participant Portal (EU GA: Annex 4). For each organisation the PF-sign is in charge of submitting the financial statement.

8.5.3   Audit: Certificate on the Financial statement

Certificate on the Financial Statements (CFS) is requested for each partner in case of total contribution of EUR 430 000 or more, as reimbursement of actual costs and unit costs (note that the 25% reimbursement of indirect costs is excluded here).

The certificate and related costs may only be submitted with the final financial report.

https://www.ffg.at/en/europe/heu/legal-financial/cfs

8.5.4   Payments

Payments to Parties are the exclusive tasks of the Coordinator. The following types of payments are foreseen:

- **Pre-financing at the start of the project**

The Agency will make the pre-financing payment to the Coordinator within 30 days, either from the entry into force of the Agreement or from 10 days before the starting date of the action, whichever is the latest.
Mutual Insurance Mechanism (MIM): 5% of the maximum grant amount, retained from the initial prefinancing.

Considering that the initial pre-financing expected to be paid by the Granting Authority amounts to 75% of the overall budget (80% minus 5% retained by the Granting Authority for the Mutual Insurance Mechanism) and that the duration of the first reporting period is 18 months out of a total of 36 months, the prefinancing will be paid by the Coordinator to the Parties in two instalments:

■   1st instalment: an amount representing the 55% of each Party's allocated share of the maximum grant amount will be distributed upon receipt of the pre-financing from the Funding Authority and following the signature of this Consortium Agreement and of the Accession Forms to the Project Grant Agreement by all Parties;

■   2nd instalment: the remaining pre-financing, representing the 20% of each Party's allocated share of the maximum grant amount, will be distributed upon submission to the Funding Authority of the Periodic Report of the 1st reporting period. The distribution of the remaining pre-financing will be made taking into account the requested contribution for the first period. In case of underspending situations, the Coordinator will valuate case by case (together with the interested Party) the amount of additional pre-financing to be released, in order to avoid transferring a contribution higher than the expenditure capacity of the interested Party.

- **Interim payment following the approval of the periodic reports**

Interim payments reimburse the eligible costs incurred for the implementation of the action during the corresponding reporting periods:

RP1: month 1 to month 18 (Oct. 2022-Mar. 2024)

RP2: month 19 to month 36 (April 2024-Sep. 2025)

The Agency will pay to the Coordinator the amount due as interim payment within 90 days from receiving the periodic report. Payment is subject to the approval of the periodic report.

The amount due as interim payment is calculated by the Agency in the following steps:

Step 1 – Application of the reimbursement rates

Step 2 – Limit to 90% of the maximum grant amount

- **Payment of the balance: final payment following the approval of the final report**

The final payment will be transferred after the approval of the final report and consists of the difference between the calculated EU contribution (on the basis of the eligible costs) minus the amounts already paid.

8.6   Time recording

For personnel costs (declared as actual costs or on the basis of unit costs), the partners must keep time records of the number of hours declared. The time records must be in writing and approved by the persons working on the action and their supervisors, at least monthly (article 20 in https://ec.europa.eu/info/funding-tenders/opportunities/docs/2021-2027/common/agr-contr/general-mga_horizon-euratom_en.pdf).

A time sheet can be found at:
http://ec.europa.eu/research/participants/data/ref/h2020/other/legal/templ/tmpl_time-records_en.odt

This template is not mandatory; beneficiaries may use their own model, provided that it fulfills the minimum conditions and it contains at least the information detailed above.

- All partners are obliged to keep timesheets for all personnel involved (signed by the person).

- These timesheets can be subject of audit by the EC.

- One person cannot be overloaded in many projects.

9 Deliverables

9.1 Deliverables and Milestones

The list of deliverables and milestones is provided in the DoA (Annex 1 of the EU GA Annex [2]). The Coordinator must submit the deliverables identified therein. Milestones follow the same procedures and requirements as for deliverables.

Deliverables consist of a combination of documents such as written reports as well as non-document like e.g. software releases, prototypes etc. The European Commission requires that all non-document deliverables are appropriately documented as a written report.

9.2 Approval process of deliverable

The deliverables undergo an internal quality review process to ensure the highest quality of the results. Partners responsible for the preparation and release of the Deliverables – here also called **Deliverable Leaders** – are indicated in the DoA (Annex 1 of the EU GA Annex [2]) as their "Lead beneficiary". In order to produce the planned deliverables, they will gather contributions from both Task Leaders and all partners participating in the relevant Task and they will be supported by the leader of the WP of reference.

The elaboration of the deliverable is proposed to be done in the frame of a deliverable charter, which is developed and approved by the deliverable leaders and the contributing partners.

The deliverable template is also available on ECP, as well as templates for documents others than deliverables.

9.3 Timetable of quality review process

The lifecycle of each deliverable includes four different phases each one requiring the participation of different stakeholders for its validation, a proper versioning and a reasonable time schedule. The validation process has to be recorded in the document history, on the second page

of the document header (see templates). For all other documents, a simplified lifecycle can be applied, using a basic versioning as a minimum requirement.

The timetable for the deliverable quality review process is as follows:

Phase	Submission Date before Delivery Date	Action	Validation
Outline	> 8 Weeks	First draft, define table of content	Deliverable Leader
Draft	> 4 Weeks	First redaction of contents	Deliverable Leader; WP Leader
Submitted for approval	> 2 Weeks	Review process	2 individuals
Approval	> 1 Week	Finalisation and final approval	Project Coordinator, Security Advisory board (SAB)

9.4 Document "Lifecycle"

In the following we describe all the details of the document lifecycle.

9.4.1 Phase 1 - Outline

■ Definition: This step aims at shaping the deliverable, especially its table of content. Partners responsible for writing the deliverable define topics of the future document, affiliated author and completion dates. The reviewers are also chosen. The file format of the document is specified. Particular attention should be given to this phase, as it ensures the proper planning and structure for the future work on the deliverable.

■ Submission Date: to be defined by the team

■ Validation: the version is drafted by the WP team and reviewed by the Deliverable Leader. There can be as many reviews as necessary. Once the review is completed without further requests, the document enters the phase 2.

9.4.2   Phase 2 – Draft

■ Definition: the WP team proposes a first redaction of the document within the frame of the outline.

■ Submission Date: the draft should be finished at the latest 4 weeks before the delivery date.

■ Validation: the draft is reviewed by the WP Leader and the Deliverable leader. There can be as many reviews as necessary. Once the review is completed, the draft is closed and enters the phase 3.

9.4.3   Phase 3- Submitted for approval

■ Definition: the finalized draft is submitted for approval. The document enters the main review process. Changes required by the review-team are integrated into the document.

■ Submission Date: the draft should be finished at the latest 2 weeks before the delivery date.

■ Validation: 2 individuals (defined and agreed in the draft) review and validate the document. There can be as many reviews as necessary. Once the review is completed, the document enters the phase 4 for final approval.

9.4.4   Phase 4- Approval

■ Definition: the document is in the approval phase. A valid and accepted document within the consortium finalizes this phase.

■ Submission Date: ideally, this phase should be finalized 1 week before contractual delivery.

■ Validation: the document will be reviewed by the project Coordinator and the Security Advisory Board (SAB).

Actions to protect RESTREINT UE/EU RESTRICTED, partially or wholly, should relate to:

■ In-depth gap analyses, user requirements or detailed inventories of existing capabilities, assets, technologies, operations or processes;

- ■ Systems information (such as the functional or technical architecture, operating systems, platforms, software and algorithms).

- ■ If the SAB proposes that such classification is not required or proposes to split some deliverables in a sensitive part and a classified annex, a formal procedure to obtain authorisation from the originator via the granting authority should be launched.

These general rules on dissemination also apply after approval of the SAB on publishing. At the end of this whole process, the final version of the Deliverable is sent by the Project Coordinator to the EC.

9.5   References in Documents

Whenever possible references to existing documents should be used, instead of "copying & pasting" information or text from elsewhere to avoid errors.
Brackets for references (e.g. "…"… in the DoA (Annex 1 of the EU GA Annex [2])") should be used.

A list of references in the document should be provided, see also the Deliverable template.

Whenever possible, it is recommended to use the Harvard citation style. Harvard Reference List citations follow this format:

- Last name, First Initial. (Year published). *Title*. City: Publisher, Page(s).

Citations are listed in alphabetical order by the author's last name.

If there are multiple sources by the same author, then citations are listed in order by the date of publication.

9.6   Exchanging Documents

As a general rule, sending files over email should be avoided. Uploading the file to the ECP and sending an email with a link to the folder containing the file is preferred.

9.7 File Formats

9.7.1 Text/word processing

Microsoft Word (DOC, DOCX) files or compatibles are defined as the word processing file format distributed between project partners.

9.7.2 Presentation format

Microsoft PowerPoint (PPT, PPTX) files or compatibles are defined as the presentation file format distributed between project partners.

9.7.3 Spread sheet format

Microsoft Excel (XLS, XLSX) files or compatibles are defined as the file format distributed between project partners.

10 Exploitation and IPR procedures

Co-operation between the partners, during and after the project, plays an essential role in the successful exploitation of the innovations originated in EURMARS. Each partner, and especially industries will plan how to turn the results of the project into commercial products. The actions are reported in the Exploitation deliverables (Deliverable D6.1-D6.3).

The Innovation, Dissemination & Exploitation Manager is responsible for managing the exploitation of the Project's results.

The management of IPR is strictly ruled by the Consortium Agreement (CA) [3] which includes all provisions related to the management of IPR including ownership, protection and publication of knowledge, access rights to knowledge and pre-existing know-how as well as questions of confidentiality, liability and dispute settlement.

The CA [3] regulates the ownership of generated foreground.

In general, as far as concerns software source code, this will remain the property of the respective authors and only the binary libraries will be shared between the partners. The partners will deliver their software in form of libraries for integration into the prototypes, and ensure required upgrades of the libraries. The end-user partners will be granted the free use of EURMARS prototypes in the scope of the project development, assessment and demonstration activities. A request for access rights may be made up to twelve months after the end of the Project duration according to the CA [3].

10.1   IPR/Background

The CA [3] includes background included in Attachment 1. The Parties identify in the Background to which they are ready to grant Access Rights. The Innovation, Dissemination & Exploitation Manager maintains a consolidated Background document on an ongoing basis and makes it available to the Partners via the EPC. A document detailing the IPR of developed technologies will be compiled and updated biannually. The Project Coordinator assists in clarification of IPR and licensing issues as required.

Throughout the duration of the project, the Partners report any project-generated methodologies and technology components to the Project Coordinator. Partners should also report to the Project Coordinator any Third Party components used by the EURMARS Project.

In general, no approval is necessary for related actions as ownership is with individual partners or joint ownership of a group of partners who have agreed upon the conditions. It is important, however, that the Partners report their intentions of any such activity to the Project Coordinator for project documentation and general coordination reasons. This includes sending a coarse description of an intended /actual patent application.

11 Software and Code Generation

The partners in the EURMARS project share relevant software on the software version configuration tool and code review tools (e.g., Git, Maven, Jenkins, etc.). There are in the project no strict rules on versioning, coding conventions and development tools, however the following is strongly encouraged by the Coordinator.

11.1   Version-Control and Backup

Project partners that produce software program code within the frame of the EURMARS project are strongly encouraged to "locally" use a versioning tool and backup strategies.

11.2   Coding rules

Partners that produce software program code are strongly encouraged to use coding rules for software development.

11.3   Software Configuration Management

Project partners that use software tools or tool chains, development environments, compilers, etc. within the EURMARS project are strongly encouraged to apply software configuration management to ensure that the result of the development work is kept reproducible.

12 Security

Security issues apply with regard to a potential misuse of project results. For this reason, we handle:

- Restricted access to deliverables containing sensitive information.

- Dissemination activities will be excluded any information which might be misused.

- We will not rely on background information classified as EU classified information.

12.1 Security Measures

SPACE-SI is a research organisation with facilities in the scope of University of Ljubljana which is used for research and education. Due to its status, neither its staff nor its facilities have any security clearances. SPACE-SI will participate as a blind contributor and as such, it will only be able to provide inputs to classified deliverables but not handle and have access to them.

The Security of Information Agreement (SIA) between the EU and Albania is not yet implemented. For this reason, the Albania General Maritime Directorate will not be able to handle EUCI and only be a blind contributor to the relevant classified deliverables. In case the SIA becomes fully operational during the lifetime of the project, and the need to know of this entity is justified, the Coordinator will have to submit an amendment request to update the Security Aspects Letter and to revise the SCG with the authorisation of the originator.

Actions to protect RESTREINT UE/EU RESTRICTED, partially or wholly, should relate to:

- In-depth gap analyses, user requirements or detailed inventories of existing capabilities, assets, technologies, operations or processes;

- Systems information (such as the functional or technical architecture, operating systems, platforms, software and algorithms).

- If the SAB proposes that such classification is not required or proposes to split some deliverables in a sensitive part and a classified annex, a formal procedure to obtain authorisation from the originator via the granting authority should be launched.

13 Ethics

The consortium of EURMARS is aware of the ethical, legal and societal issues that this project could potentially raise during the research and design phases, but also while carrying out the fieldwork that will be conducted and in the final development stage of EURMARS intelligent detection platform.

Three work packages address the implementation and monitoring of compliance with the ethical requirements in EURMARS: WP1, WP5 and WP7. In particular, WP1 and WP7 will detail ethics and related legal guidance for the project to follow during research processes, demonstrations and trainings.

The Ethics guidance identified below will be modelled on the highest standards of ethical practice with a view to ensuring partner compliance with all relevant laws, e.g., General Data Protection Regulation (GDPR), European Convention on Human Rights (ECHR), Charter of Fundamental Rights (CFR), proposed AI Act etc.; all in accordance with project commitments under the GA (Ethics Self-Assessment). Ethical values guiding the project include among others, human dignity, transparency, accountability, equity and fairness.

13.1 Ethics protocols

WP7 requirements detailed Ethics Committee applications and approvals for research involving human research participants. This includes the detail of ethical recruitment procedures. WP7 requirements will also detail how personal data will be minimised within the project. This early work will feed into both the Ethics Plan (D1.3) and the Data Management Plan (D1.2) due at month 6 of the project which will respectively contain comprehensive ethics and data protection guidance for partners. The ethics issues documented will be raised with partners on a routine basis, and targeted mentoring will be delivered to partners by TRI, the Ethics lead. In addition, under WP5, ethics monitoring of the project demonstrations will take place and an ethics training created and delivered to end users of the EURMARS technologies, i.e., border guards. Monitoring of project demonstrations will further inform ongoing updates to the project's ethical protocols.

Additionally, in the very first stage of the project we established a **protocol for processing personal data in the form of photographs, video and audio**, to be used for **dissemination purposes**. The project participants are asked to sign a consent form and are provided with relevant information such as: 1) the aim and scope of use of photo/video/audio material, 2) their rights concerning personal data provision and protection, including their right to withdrawal in any moment, and 3) the contact persons to refer for questions and complaints and to exercise their

rights. A copy of the information and of the consent form is available on the project ProofHub platform.

In general, each participant nominates a Data Protection Officer. The Data Protection Officer is the natural or legal person, which alone or jointly with others determines the purposes and means of the processing. Further s/he must implement measures to ensure that processing is performed in accordance with the GDPR.

Finally, the EURMARS consortium has partner TRI as a 'focal point' for data protection queries. TRI will serve as the consortium point of contact for partners and data subjects, understanding and then sifting queries for response from the relevant partner/data controller(s). The Data Management Plan lead (T1.4/D1.2), partner ED, will be kept in cc throughout as the final oversight regarding adherence to the project's Data Management Plan and to discuss any issues or processes that may need amended/addressed.

13.2   Ethics Checks

Due to the total amount of ethical issues that EURMARS raises and to the consortium´s intention to comply with the highest ethical standards by setting up the needed safeguards to prevent negative externalities, this project will undergo EC Ethics Checks in order to verify that all foreseen safeguards outlined in relevant work packages and tasks are implemented and compliant with the ethics section of Part B of the GA [2]. In ANNEX II, templates of the Information sheets and consent forms are contained. Through the activities in WP1, WP5 and WP7 mentioned above, these forms will be modified and adapted for the different categories of human participants in order for them to account for each groups' special needs and potential vulnerabilities.

14 General Conventions and Rules

For a consistent wording and definition in documents and compatibility in deliverables the following conventions and rules apply throughout the project EURMARS.

14.1   Project Language

The language used in the project is British English. All documents, deliverables, reports, agenda and MoM are to be prepared in English.

Dissemination material such as flyers for congresses or trade fairs are given in English but may also be given in the congress or fair language.

14.2   Units

SI units only (metre (m), second (s, not sec), gram (g), volt (V), etc.) are adopted.

14.3   Date and time format

ISO date format year-month-day ("YYYY-MM-DD") with zero padding is adopted (e.g. "2010-01-01" not "2010-1-1"). 24h time format with ":" separation is adopted, such as "13:45" or "13:45:34", indicating the timezone (e.g., CET).

14.4   Currency

The currency used for the project budget and in project reporting is Euro.

14.5   Abbreviations and Acronyms

Defines abbreviations and acronyms for each document.

Full name and acronym for the first appearance in a document, e.g. "electro-magnetic compatibility (EMC)", is used.

Dots in acronyms are not permitted (e.g. "EMC" not "E.M.C.").

Leaving a blank space in cases where information is missing in a document, is to be avoided. The acronym NA (not applicable) or TBD (to be defined) or TBC (to be checked) should be used. For missing names, NN is to be used.

14.6   Shared documents on ECP

Each file in ECP has to be stored in its latest version in the following formats:

■   File in original format (e.g. extension .doc, .xls, docx, xlsx,…)

For deliverables approved versions it is obligatory to store also a copy of the file in PDF Format with the same filename (file extension ".pdf")

15 Risk Management and Mitigation Plan

One of the main objectives of WP1 'Project management' is monitoring risks that can potentially occur along the project and preparing appropriate mitigation or contingency actions. This is reflected in T1.3, which is next to the quality assurance dedicated to risk management. Indeed, many activities will be undertaken to ensure timely identification of risks and the definition of appropriate measures. Risk management aims at ensuring that risks presenting significant impact on the project are anticipated and mitigated. The process includes 4 main steps and use a dedicated tool for risk monitoring, the so called "Risk Register":

1. **Identify Risks:** Collect/Identify and register all risks that may occur in the project. The result is a list of registered risks defined as accurately as possible, recorded in the Risk Register. The WPs affected by the risks and potential dependencies are also identified, which supports the assessment of the impact of the risk The register is accessible by all partners in the common ProofHub platform (Project Files/Risks Table/). Each partner can edit the table and add or modify risks.

2. **Analyse and assess risks:** Classify each risk concerning the probability to appear: High, Medium, Low, and the potential impact: High (significant delays/major problem/no solution yet); Medium (minor problem can be solved at WP level); Low (minimal impact but could be a threat; if the issue arises, it can be easily dealt with).

3. **Plan risk mitigation strategy:** A risk owner is assigned to each risk and is fully accountable for the associated action plan. The identification of the risk owner is based on his/her role: if the risk is clearly related to a specific WP or task or other activities, the WP- or task-leader is responsible for it. If it has a larger impact across several WPs, it is in general the project Coordinator.

   Mitigation actions can be:

   - preventive actions to remove the cause of the risk.

   - actions to reduce the probability and/or the impact of the risk.

   - recovery actions to reduce the impact after the risk has occurred (in case it has become an issue).

   Action plans for each risk are proposed by the defined risk owner in agreement with the project Coordinator. They are then approved and monitored by the Executive Board (EB), consisting of the Coordinator and work package leaders (WPLs).

4. **Monitor and control risks:** Permanently monitor, update and revise the risk register and thereby control risks. The risk register is reviewed in each EB meeting by the Quality Assurance Supervisor, during all project duration. The EB monitors the evolution of each risk, the results of the risks mitigation actions, and if needed re-assess risks taking into account the project evolution.

Risks are additionally reported in the internal activity reports, which are provided to the project Coordinator by the WP-leaders every 6 months and include a dedicated section for risks reporting at WP level.

For each risk identified by the EB, a risk owner is assigned, and a mitigation strategy developed by risk owner and the Quality Assurance Supervisor. Action items are defined accordingly to the mitigation strategy. The action items are also tracked in the common ProofHub platform and accessible by all partners. Action items are singularly monitored during the EB-meetings. Critical action items are those that reveal dependencies to further project activities, e.g. delays in submission of deliverables, accomplishment of action tasks, milestones etc.

Critical risks are those that can affect accomplishment of project goals and objectives as planned in the DoA. To address such critical risks, decisions affecting the overall project plan may be necessary. In charge of these decisions is the General Assembly that deliberate on actions to be taken.

EURMARS will manage the evolution of the risks all along the duration of the project through the risk register tool and monitoring their evolution with the Quality Assurance Supervisor and the Work Package Leaders at either Executive Board meetings or General Assembly meetings.

15.1 Risk Register

The risk register table is accessible by all project partners on the collaborative EURMARS ProofHub platform. All partners can modify the table to their needs after common agreement in the EB-meetings. Specific instruments to review the table are the management meetings like e.g. Executive Board and General Assembly meetings. New risks are also identified in the internal WP progress reports provided by the WP-leaders to the Coordinator every 6 months.

A risk sample from the risk register is reported as follows. It comprises two sections: 1) "Foreseen Risks": the original risks identified at project start and 2) "Unforeseen Risks"; risks will be identified during project duration, both in the project internal risk register and in the continuous reporting tool on the EC portal.

We will provide for risks that materialised a so called 'State of the Play' which describes the outcome after application of the mitigation strategy and final impact to project results.

Foreseen Risks

Risk Nr.	Description of risk	Probability of Risk	WP Nr.	Risk status	Proposed risk-mitigation measures
1	Critical DEL are delivered late and MS are missed	Medium	WP1	Resolved	Start deliverables in time with early reviews, process specified in a project management handbook.
					State of the Play: Prompt information and coordination with project officer. Mostly only minor delays with no impact to accomplishment of project objectives.

Unforeseen Risks

U1	Sensors which need to be installed on a UAV cannot be tested because of missing authorization to fly in Beyond Line of Sight (BLOS) operational scenario in Y	Medium	WP1, WP5	Not yet materialised	The following mitigations apply: - Fixed wing drone upgrade to comply with new EU regulation (new flight termination system) - Fall-back to rotary wing drones - Selection of a new site compatible with line-of-sight flight - Measurements from surveillance/scientific tower
					Status of the Play: fixed wing drones were upgraded by partner X to meet the new regulations. Flight authorization was granted for BLOS operation in Y. Measurement campaign was successful.

16 References

1   EURMARS "PROGRAMME SECURITY INSTRUCTION", Link ProofHub

2   EURMARS "Grant Agreement" (GA), Link ProofHub

3   EURMARS "Consortium Agreement" (CA), Link ProofHub

4   Project Homepage, https://eurmars-project.eu/

5   EURMARS "Electronic Communication Platform", Link ProofHub

6   Guideline reporting, guidance/programme-guide_horizon_en.pdf

ANNEX I: List of persons and roles

A constantly updated list of all project participants and their role is to be found in ProofHub: Link.

ANNEX II: Appendix I. List of main contacts per organisation

A constantly updated list of all main contacts per organisation is to be found in ProofHub: Link.

ANNEX III: List of Work-Package Leaders

A constantly updated list of all Work-Package Leaders is to be found in ProofHub: Link.

ANNEX IV: List of members of the General Assembly (GA)

A constantly updated list of all members of the General Assembly is to be found in ProofHub: Link.

ANNEX V: Security Advisory Board (SAB)

A constantly updated list of all members of the Security Advisory Board is to be found in ProofHub:
[Link](#).

ANNEX VI: Stakeholder Advisory Board Members (could change in different project phases)

A constantly updated list of all members of the Stakeholder Advisory Board is to be found in ProofHub: Link.

EURMARS

An advanced surveillance platform to improve the EURopean Multi Authority BordeR Security efficiency and cooperation