

**D2.1: Project Handbook**

# CYBECO

## Supporting Cyberinsurance from a Behavioural Choice Perspective

### D2.1: Project Handbook

**Due date: M3**

**Abstract:** This deliverable will ensure a smooth initiation of the overall project in order to reduce risks and delays later on in the project lifecycle. It also includes the definition of KPIs, KPI monitoring methods and procedures. The Project Handbook aims at providing a common framework to minimise administrative overhead and to define roles and responsibilities, proposed tools, quality management, technical and financial reporting procedures.

Dissemination Level		
PU	Public	x
PP	Restricted to other programme participants (including the Commission Services)	
RE	Restricted to a group specified by the consortium (including the Commission Services)	
CO	Confidential, only for members of the consortium (including the Commission Services)	



## D2.1: Project Handbook

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<b>Prepared by</b>	TREK - Nikolaos Vasileiadis
<b>Contributors</b>	Melina Lazaropoulou (TREK), David Rios (CSIC), Aitor M. Couce Vieira (CSIC), Kate Labunets (TU DELFT)
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## D2.1: Project Handbook

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### Document Change Log

Each change or set of changes made to this document will result in an increment to the version number of the document. This change log records the process and identifies for each version number of the document the modification(s) which caused the version number to be incremented.

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**D2.1: Project Handbook**

**Table of Contents**

1 Introduction ..... 8

    1.1 Objective and Scope ..... 8

    1.2 Document Structure ..... 8

2 General Project Information ..... 9

    2.1 Project data ..... 9

    2.2 Basic Roles ..... 9

    2.3 Project Partners ..... 10

3 Legal Framework ..... 11

    3.1 Grant Agreement (GA) ..... 11

    3.2 Consortium Agreement (CA) ..... 11

4 Project Workplan ..... 13

    4.1 Work Packages (WPs) ..... 13

    4.2 Project Gantt Chart ..... 15

    4.3 PERT Diagram ..... 16

5 Management Structure and Procedures ..... 17

    5.1 Project Management structure and decision-making ..... 17

        5.1.1 Project Board ..... 19

        5.1.2 Executive Board ..... 20

        5.1.3 Project coordination ..... 21

        5.1.4 Advisory Board ..... 23

        5.1.5 Organisational structure and decision-making ..... 24

    5.2 Project meetings ..... 25

6 Quality Management ..... 27

    6.1 Delivery and Revision of Project Deliverables ..... 27

    6.2 Monitoring Progress ..... 29

7 Reporting ..... 32

    7.1 External Reporting ..... 32

    7.2 Internal Reporting ..... 34

8 Communication ..... 36

    8.1 Internal Communication ..... 36

        8.1.1 Information Sharing ..... 36

    8.2 External Communication ..... 36



---

**D2.1: Project Handbook**

---

8.2.1	Project Website .....	37
9	Documentation .....	38
9.1	Document Templates .....	38
10	Acronyms and Abbreviations.....	39



**D2.1: Project Handbook**

---

**List of Figures**

Figure 1: CYBECO Gantt Chart ..... 15  
Figure 2: CYBECO PERT Diagram ..... 16  
Figure 3: Objectives and Phases of CYBECO..... 17  
Figure 4: CYBECO Management Structure ..... 18



**D2.1: Project Handbook**

---

**List of Tables**

Table 1: Basic Project Data.....	9
Table 2: Main Project Roles .....	9
Table 3: Project Partners.....	10
Table 4: List of Work Packages .....	13
Table 5: CYBECO Project Phases.....	14
Table 6: Project Board .....	20
Table 7: Executive Board .....	20
Table 8: WP Leaders and Task Leaders .....	22
Table 9: CYBECO Foreseen Plenary Meetings .....	25
Table 10: Delivery and Revision of Project Deliverables.....	27
Table 11: Project Objectives and Key Performance Indicators (KPI) .....	29
Table 12: Reporting Timeline.....	32
Table 13: Deadlines for the Submission of Internal Reports.....	34

# 1 Introduction

## 1.1 Objective and Scope

The scope of the Project Handbook is to ensure a smooth initiation of the overall project in order to reduce risks and delays later on in the project lifecycle and to present a list of KPIs, KPI monitoring methods and procedures that will assist efficient and effective implementation of project activities.

The objective of the Project Handbook is to provide a common framework to minimise administrative overhead and to define roles and responsibilities, proposed tools, quality management, technical and financial reporting procedures. Furthermore and in the frame of quality management, the Handbook aims at defining the quality procedures of the project according to suitable standards, including guidelines and procedures for scheduling and reviewing the deliverables of the project and setting success indicators in relation to the objectives of the project.

## 1.2 Document Structure

The document is structured as follows:

- Section 1 presents the objective and scope of the project handbook.
- Section 2 presents basic information about the CYBECO project.
- Section 3 describes the legal framework that rules CYBECO implementation.
- Section 4 presents the project workplan and the interconnections among WPs.
- Section 5 describes the management structure and procedures for CYBECO implementation.
- Section 6 defines quality management in relation to project deliverables and progress monitoring.
- Section 7 presents the reporting obligations of the consortium and of project partners.
- Section 8 defines external and internal communication procedures and rules.
- Section 9 presents documentation restrictions and procedures.



**D2.1: Project Handbook**

## 2 General Project Information

The following tables present basic information about the CYBECO project.

### 2.1 Project data

**Table 1: Basic Project Data**

Project Acronym:	CYBECO
Project Title:	Supporting Cyberinsurance from a Behavioural Choice Perspective
Grant Agreement Number:	740920
Programme/Call Identifier:	H2020-DS-SC7-2016
Topic:	DS-04-2016: Economics of Cybersecurity
Instrument:	Research and Innovation Action (RIA)
Project Start Date:	01-05-2017
Duration of the Project:	24 months

### 2.2 Basic Roles

**Table 2: Main Project Roles**

Project Coordinator (TREK)	Scientific Manager (CSIC)	Technical Manager (INTRASOFT)
Mr. Nikolaos Vasileiadis TREK Perikleous 32, Chalandri 15232 Athens GREECE Email: <a href="mailto:n.vasileiadis@trek-development.eu">n.vasileiadis@trek-development.eu</a>	Prof. David Rios Insua CSIC-ICMAT Calle Nicolás Cabrera, 13-15 Madrid 28049 SPAIN Email: <a href="mailto:david.rios@icmat.es">david.rios@icmat.es</a>	Mr. Georgios Koutalieris INTRASOFT Rue Nicolas Bove 2B Luxembourg 1253 LUXEMBOURG Email: <a href="mailto:georgios.koutalieris@intrasoft-intl.com">georgios.koutalieris@intrasoft-intl.com</a>

## D2.1: Project Handbook

### 2.3 Project Partners

**Table 3: Project Partners**

No.	Partner Name	Short Name	Country
1.	TREK CONSULTING ANONYMOS ETAIRIA MANAGEMENT CONSULTANTS	TREK	Greece
2.	AGENCIA ESTATAL CONSEJO SUPERIOR DEINVESTIGACIONES CIENTIFICAS	CSIC	Spain
3.	INTRASOFT INTERNATIONAL SA	INTRASOFT	Luxembourg
4.	DEVSTAT SERVICIOS DE CONSULTORIA ESTADISTICA SL	DEVSTAT	Spain
5.	AXA TECHNOLOGY SERVICES	AXA	France
6.	TECHNISCHE UNIVERSITEIT DELFT	TU DELFT	Netherlands
7.	UNIVERSITY OF NORTHUMBRIA AT NEWCASTLE	UNN	United Kingdom

## **3 Legal Framework**

The implementation of CYBECO is governed by the Grant Agreement and the Consortium Agreement which compose the legal framework for the implementation of the CYBECO project.

### **3.1 Grant Agreement (GA)**

The Grant Agreement is signed among the Research Executive Agency (REA) of the European Commission (EC), the coordinator of CYBECO (TREK), and the rest of project partners (CSIC, INTRASOFT, DEVSTAT, AXA, TU DELFT, UNN) as beneficiaries who sign accession forms. The Grant Agreement is composed of the following sections:

- Terms and conditions
- Annex 1 Description of the action
- Annex 2 Estimated budget of the action
- Annex 3 Accession forms
- Annex 4 Model for the financial statements
- Annex 5 Model for the certificate on the financial statements (CFS)
- Annex 6 Model for the certificate on the methodology

The terms and conditions of the Grant Agreement define the action, different types and obligations related to the implementation of the action, to grant administration, to background and results and to other topics, beneficiaries' roles and responsibilities, terms for the rejection of costs, reduction of the grant, recovery, sanctions, damages, suspension, termination and force majeure, and other provisions.

### **3.2 Consortium Agreement (CA)**

The Consortium Agreement is signed among project beneficiaries and it is based upon EU Regulation No 1290/2013 of the European Parliament and of the Council of 11 December 2013 laying down the rules for the participation and dissemination in "Horizon 2020 - the Framework Programme for Research and Innovation (2014-2020)", and the European



Reference : CYBECO-WP1-D2.1-v0.3-TREK  
Version : 0.3  
Date : 2017.07.31  
Page : 12

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## D2.1: Project Handbook

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Commission Multi-Beneficiary General Model Grant Agreement and its Annexes. The Consortium Agreement defines the responsibilities of each beneficiary, the governance structure, financial provisions, provisions about project results, and provisions about access rights and non-disclosure of information.

## 4 Project Workplan

### 4.1 Work Packages (WPs)

The project workplan consists of eight (8) Work Packages. They are presented in Table 4 along with their time line. The respective Gantt Chart is presented in Section 4.2.

**Table 4: List of Work Packages**

WP No.	WP Title	Lead Beneficiary	Start Month	End Month
WP1	Ethics requirement	TREK	1	24
WP2	Project Management	TREK	1	24
WP3	Modelling framework for cybersecurity risk management	CSIC	1	24
WP4	Incorporating cyberinsurance	AXA	1	24
WP5	Development of the information toolbox (CYBECO Toolbox 2.0)	INTRASOFT	5	24
WP6	Behavioural-experimental analysis of cyber insurance tools	DEVSTAT	5	18
WP7	Policy recommendations	TU DELFT	2	24
WP8	Dissemination and Exploitation	TREK	1	24

The defined Work Packages have the following purposes towards the successful completion of the project as a whole:

1. WP1 refers to ethical requirements which are linked to WP6 activities and more specifically to the behavioural experiments.
2. WP2 and WP8 cover horizontal activities and interact with all other WPs (3-7).
3. WP8 is the dissemination and exploitation work package that will ensure that the work performed within the project is properly shared with various stakeholders to, eventually, turn CYBECO results into marketable products.
4. WP2 ensures proper management of the project as a whole as well as the individual packages.
5. Two technical work packages WP3 and WP4 focus on providing methodological breakthroughs referring to developing a new modelling approach for cyber security risk management (WP3), and incorporating cyber insurance (WP4).

**D2.1: Project Handbook**

6. WP5 uses the methodological developments in WP3 and WP4 to develop a prototype tool implementing the modelling framework and supporting decisions concerning security portfolio investments.
7. WP6 performs behavioral experiments to evaluate and refine the modelling framework and tool and, finally, providing the basis for policy recommendations in WP7, which also provides a comparison with standards.

These WPs have been structured into separate phases to illustrate the advancement through the project, as follows:

**Table 5: CYBECO Project Phases**

Phase	Months	Main emphasis
1	M01 - M12	Methodological developments for cybersecurity risk management and cyber insurance
2	M05 - M12	Prototype development
2	M05 - M18	Design and performance of experiments
4	M18 - M24	Improve modelling framework and tool
5	M18 - M24	Determine policy recommendations and prepare exploitation plan

D2.1: Project Handbook

4.2 Project Gantt Chart

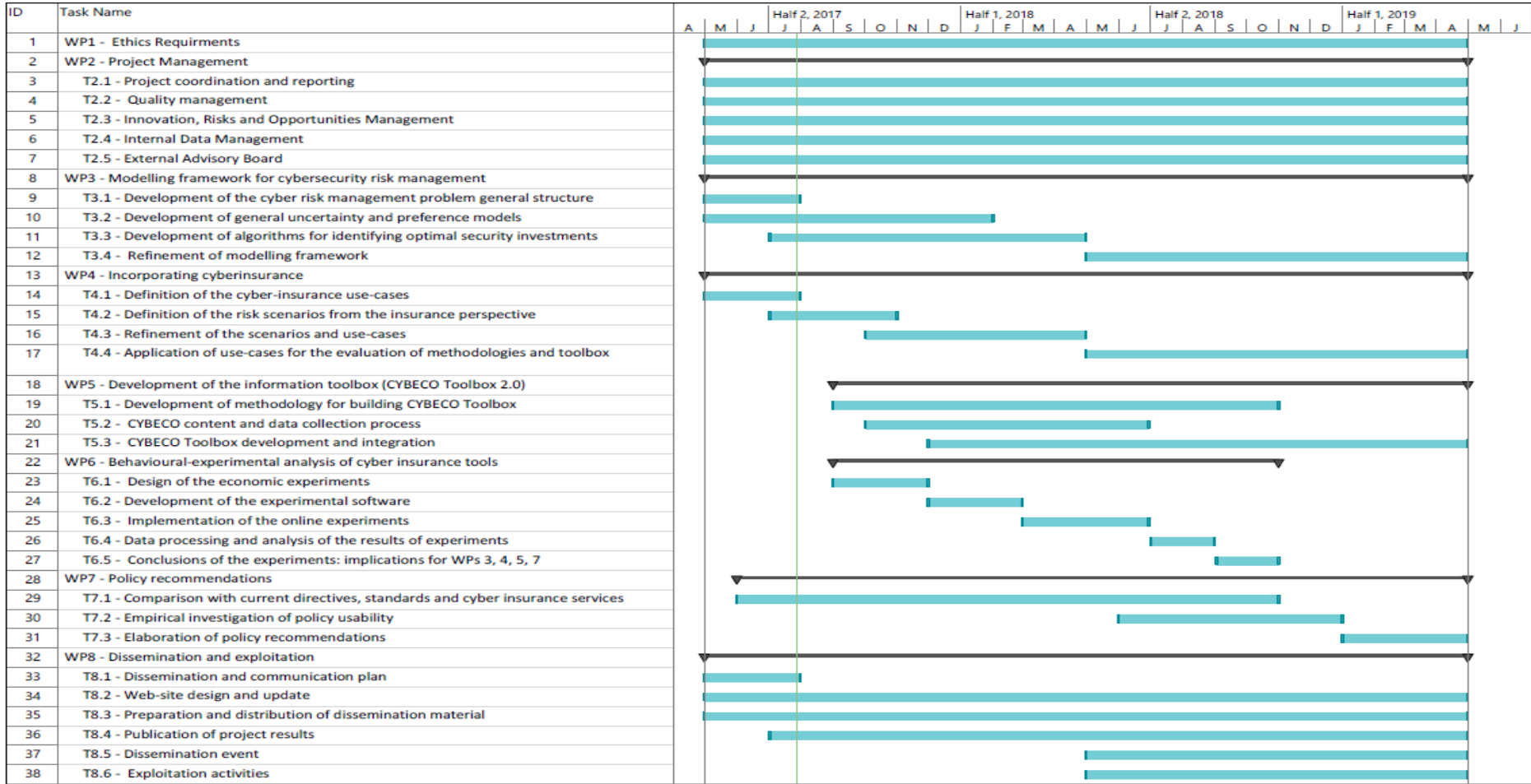


Figure 1: CYBECO Gantt Chart

**D2.1: Project Handbook**

### 4.3 PERT Diagram

Figure 2 presents the hierarchy and communication flows of all WPs with the use of a PERT diagram.

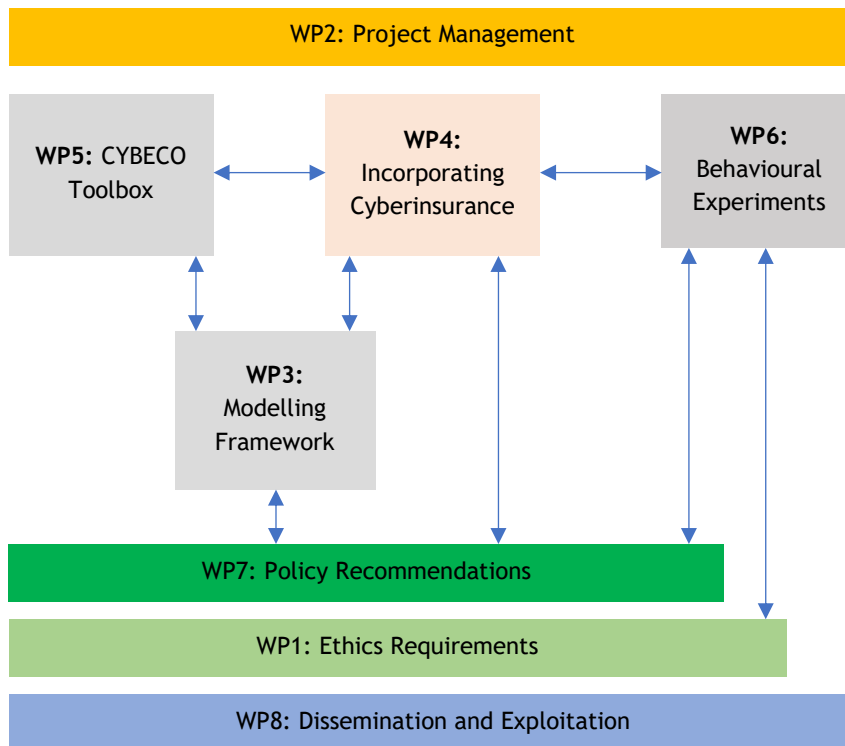


Figure 2: CYBECO PERT Diagram



## 5 Management Structure and Procedures

Overall, project management encompasses operational, technical and administrative co-ordination and supervision of the various activities within the project. A sound, professional, but also flexible management structure is vital for efficiently managing a complex Research and Innovation project with strong research, innovative and industry led content -such as CYBECO - over a time period of 2 years. Special attention should be given to the intrinsic characteristics of CYBECO as a multinational, multi-stakeholder, multi-cultural collaboration project. Transparent decision-making processes are required, while conflict management focusing on prevention rather than resolution has to be in place from the very beginning. Contingency plans have to be derived. Clear and pragmatic decision-making and voting processes, communication pathways and prompt reporting mechanisms are necessary. It is of utmost importance for the project management structure and processes to support the project in all phases and to focus and adapt accordingly to the specific objectives and needs of each phase. The following figure presents objectives and phases of CYBECO for all periods of project implementation.

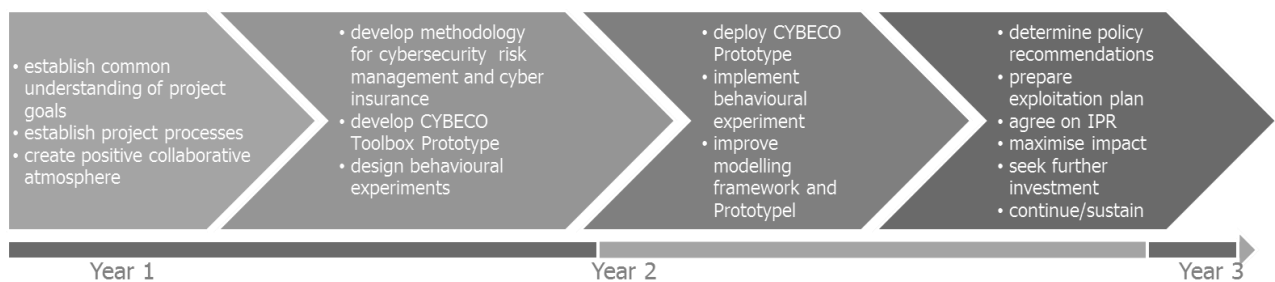


Figure 3: Objectives and Phases of CYBECO

CYBECO will establish the required structure, processes and instruments to support the project in all phases and achieve the objectives or take corrective measures if needed.

### 5.1 Project Management structure and decision-making

The organizational structure for a research project such as CYBECO needs to be supported by a strong, yet flexible management scheme to accommodate the evolving needs of all participants. In addition to the technical management of individual WPs, there is a need for an appropriate management framework linking all the project components and maintaining communications within the consortium and with the EC, as well as with other activities at EU and global level.

**D2.1: Project Handbook**

The management structure of CYBECO is presented in the following figure. The key roles within the CYBECO project management structure are also defined below.

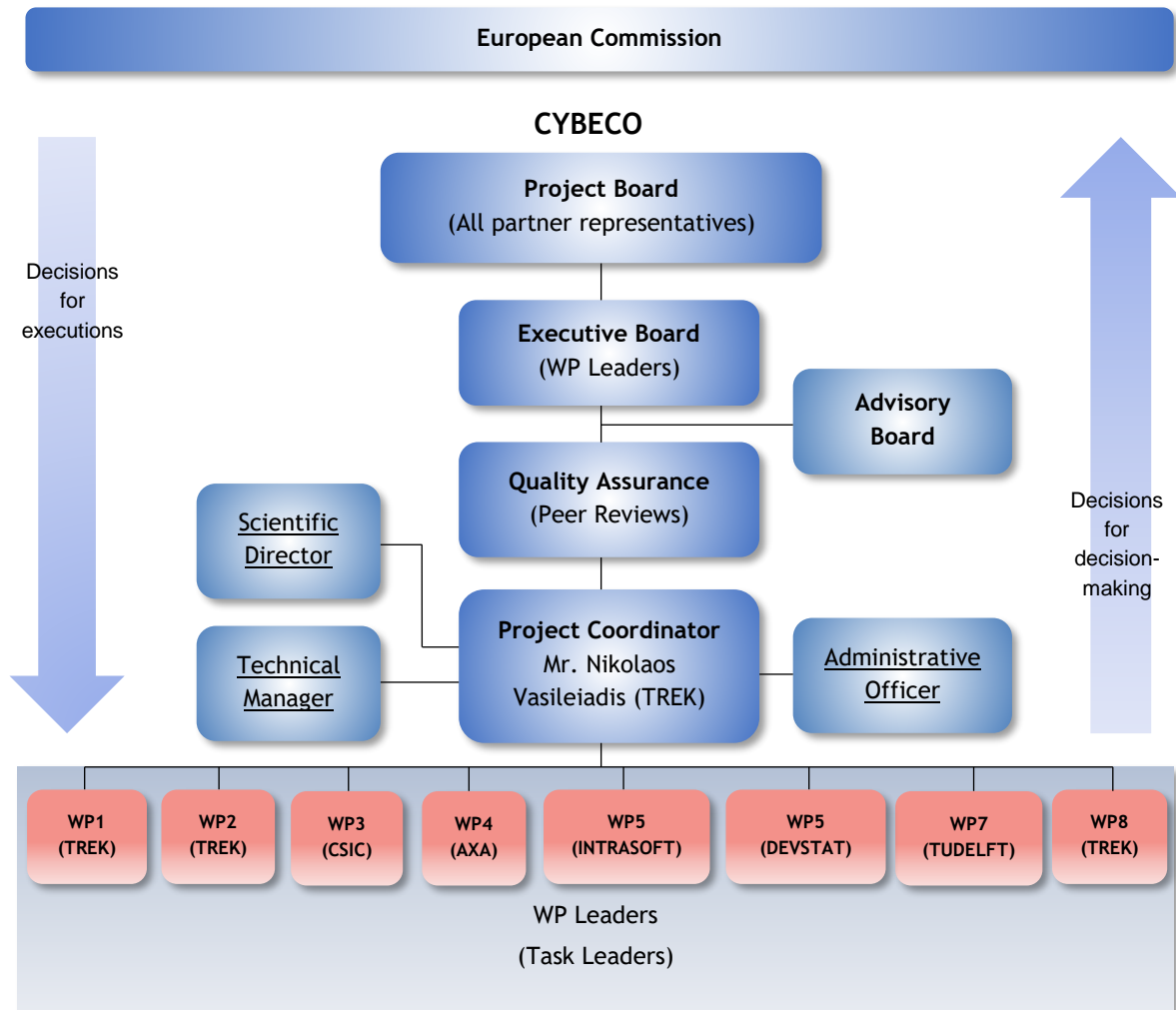


Figure 4: CYBECO Management Structure

As it can be observed in Figure 4 CYBECO management consists of different levels of management starting from the Project Board and ending at the lower level to WP Leaders. It also involves external bodies since the Advisory Board consists of external experts.

The key roles within the CYBECO management structure are the following:

- Project Coordinator: The Project Coordinator is responsible for the efficient management of the project, for monitoring spending and coordinating reporting and for ensuring quality. It also functions as the intermediary for all communications between project partners and the European Commission.

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## D2.1: Project Handbook

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- **Administrative Officer:** The Administrative Officer supports all financial, internal quality assurance and other administrative activities of the project.
- **Scientific Director:** The Scientific Director is responsible for the scientific vision of the project, scientific supervision and quality management of the work packages, planning and control of activities related to the CYBECO research.
- **Technical Manager:** The Technical Manager is responsible for the technical vision of the project, as well as, for monitoring the technical development and integration of all deployed products.
- **Project Board:** The Project Board is the formal decision-making body of CYBECO and it represents the higher level of management of the project.
- **Executive Board:** The Executive Board consists of people holding project-level management and work package management roles and will coordinate operational activities within and across work packages.
- **Advisory Board:** The Advisory Board consists of external experts and shall assist and facilitate the decisions made by the Project Board.
- **WP Leaders:** They are responsible for the coordination and implementation of WP activities.
- **Task Leaders:** They are responsible for the implementation of specific tasks within WP activities.

### 5.1.1 Project Board

The project is supervised by the Project Board: the formal decision-making body and the highest level of management in CYBECO. The Project Board comprises the Project Coordinator and one Management Representative from each consortium partner or a delegated person. The Project Board is formally empowered by the Consortium Agreement to take important high-level decisions affecting the project. It is responsible for the overall management, planning and control of the project such as: changes of project's technical scope, contractual matters, budget, timeline, deliverables, milestones, re-allocation of resources, and accession/recession of partners. It also monitors progress according to the project.

The Project Board is not involved in the day-to-day-management but its decisions have a major impact on this. The Project Board delegates day-to-day management to the Project Coordinator who leads the project from the strategic level, relying on the Consortium

## D2.1: Project Handbook

Agreement. The Project Board will meet at least every 6 months face-to-face or virtually. The following table lists the CYBECO Project Board.

**Table 6: Project Board**

Project Board Member	Partner
Mr. Nikolaos Vasileiadis	TREK
Prof. David Rios	CSIC
Mr. George Koutalieris	INTRASOFT
Dr. José Vila	DEVSTAT
Dr. Kreshnik Musaraj	AXA
Dr. Wolter Pieters	TU DELFT
Prof. Pam Briggs	UNN

### 5.1.2 Executive Board

The Executive Board (EB) consists of people holding project-level management and work package management roles and coordinates operational activities within and across work packages. The EB is responsible for monitoring progress across partners in the WPs and ensuring the objectives, timescales and milestones are met. WPLs are responsible for obtaining status/progress information from partners active within their work package for the specified reporting period. The EB meets virtually every month to discuss updates by the WP leaders about the status of their respective WPs. The following table lists the CYBECO Executive Board.

**Table 7: Executive Board**

Executive Board Member	Role	Partner
Mr. Nikolaos Vasileiadis	Coordinator, WP2 Leader	TREK
Prof. David Rios Insua	WP3 Leader and Scientific Director	CSIC
Dr. Kreshnik Musaraj	WP4 Leader	AXA
Dr. Sofia Tsekeridou	WP5 Leader	INTRASOFT
Dr. José Vila	WP6 Leader	DEVSTAT
Dr. Wolter Pieters	WP7 Leader	TU DELFT

## D2.1: Project Handbook

Mrs. Melina Lazaropoulou	WP8 Leader. Market analysis and commercialization liaison	TREK
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### 5.1.3 Project coordination

The **Project Coordinator** is responsible for the execution and strategic management of the project. He implements the agreed strategy, oversees the choice of techniques, and supervises the monitoring of the results and co-ordinates the quality assurance function. He also implements the decisions taken by decision-making bodies of the project, such as the Project Board and the Executive Board. The main responsibilities of the Project Coordinator are listed below:

- Manage allocation of resources, monitor and control budget.
- Schedule activities, ensure compliance with time-planned the allocation of manpower.
- Organise and chair plenary meetings, support the meetings through preparation activities (agenda, contacts, meetings rooms and equipment, presentations) and through support during and after the meetings (circulation of minutes, presentations, proceedings).
- Ensure proper communication among consortium members.
- Control the quality of information flows (reviews).
- Adjust strategic objectives in coordination with the Project Board.
- Resolve conflicts between partners, according to the set up rules, extending them if necessary.
- Perform risk management and define mitigation activities.
- Ensure that all deliverables will be available on time to the Commission and/or project partners.
- Liaise with and report to the Commission on all matters concerning the project.
- Liaise with related European projects.

TREK undertakes the coordination of CYBECO. Mr. Nikolaos Vasileiadis is the Project Coordinator.

The Project Coordinator is supported by the rest of the TREK team, including an **Administrative Officer** who supports all financial, internal quality assurance and other

## D2.1: Project Handbook

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administrative activities of the project. Mrs. Melina Lazaropoulou is the Administrative Officer of CYBECO.

The **Scientific Director** is responsible for the scientific vision of the project, scientific supervision and quality management of the work packages, planning of activities related to the research of the project. Prof. David Rios from CSIC is the Scientific Director of CYBECO.

The **Technical Manager** is responsible for the technical vision of the project, as well as, for monitoring the technical development and integration of all deployed products. Mr. Georgios Koutalieris from INTRASOFT is the Technical Manager of CYBECO.

The WP Leaders and the Task Leaders will be responsible for the detailed implementation of the work packages and tasks and for preparing the respective deliverables and milestones. The WP Leaders perform operative management at the level of their work package and are responsible for the following activities:

- Monitoring and coordinating activities of WPs and Task Leaders;
- Reporting progress at project meetings and in management reports;
- Immediately reporting major decisions related to any deviation to the work plan in order for the decision-making bodies of the project to decide upon contingency actions;
- Checking upon partners' contributions and highlighting any contributions which are of insufficient or of unacceptable quality.

The WP Leaders report to the Executive Board and to the Project Board. Task Leaders assist WP Leaders in planning, managing and performing their respective tasks in the WP context. The following table lists WP Leaders and Task Leaders defined within the CYBECO work plan.

**Table 8: WP Leaders and Task Leaders**

Work Package	WP Leader	Task	Task Leader
1 - Ethics Requirements	DEVSTAT	T1.1	DEVSTAT
2 - Project Management	TREK	T2.1	TREK
		T2.2	CSIC
		T2.3	TREK
		T2.4	CSIC
		T2.5	CSIC
	CSIC	T3.1	CSIC

## D2.1: Project Handbook

3 - Modelling framework for cybersecurity risk management		T3.2	CSIC
		T3.3	CSIC
		T3.4	CSIC
4 - Incorporating cyberinsurance	AXA	T4.1	AXA
		T4.2	AXA
		T4.3	AXA
		T4.4	AXA
5 - Development of the information toolbox (CYBECO Toolbox 2.0)	INTRASOFT	T5.1	INTRASOFT
		T5.2	INTRASOFT
		T5.3	INTRASOFT
6 - Behavioural-experimental analysis of cyber insurance tools	DEVSTAT	T6.1	DEVSTAT
		T6.2	DEVSTAT
		T6.3	DEVSTAT
		T6.4	DEVSTAT
		T6.5	DEVSTAT
7 - Policy recommendations	TU DELFT	T7.1	TU DELFT
		T7.2	UNN
		T7.3	TU DELFT
8 - Dissemination and exploitation	TREK	T8.1	TREK
		T8.2	TREK
		T8.3	CSIC
		T8.4	CSIC
		T8.5	CSIC
		T8.6	TREK

### 5.1.4 Advisory Board

The Advisory Board includes external experts who assist and facilitate decisions made by the Project Board. The Advisory Board prepares annual reports that are submitted to the Project Board and to the Funding Authority together with the periodic activity reports. The Advisory Board consists of the following members that possess considerable relevant expertise:

## D2.1: Project Handbook

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- Dr. Jesús Ríos (IBM Research YH): Specialized in risk management and adversarial risk analysis, to provide methodological advice on ARA and applied advice in the technological sector.
- Mr. Marcos Pintor (BBVA): Specialized in corporate bank security, Director of BBVA corporate security, to provide advice in the banking sector and integration with physical security. Connected to various banking security networks.
- Dr. Eva Chen (Good Judgement): Specialized in structured expert judgement and Director of GJ, to provide methodological advice in SEJ and risk management.
- Mr. Rafael Ausejo (A3Sec): Specialized in cyber security and cyber intelligence, to provide advice on standards and business development. Connected with various intelligence and security networks.
- Mr. Karatrantos (NSS): Lecturer at the National Security School of Greece. Since 2014 is Research Associate at the Center for Security Studies responsible for training programs and European and research projects. Cyber-terrorism and cyber-radicalisation, as well as cyberattacks as new forms of security threats, are among his key research priorities.
- Dr. Marten van Wieren (Deloitte): Specialized in cyber risk quantification, Senior Manager within Deloitte Risk Advisory, who will advise on transitioning from models into products.

The Advisory Board is appointed and steered by the Executive Board. The Project Board is responsible for authorizing the Executive Board to implement the suggestions of the Advisory Board.

### 5.1.5 Organisational structure and decision-making

The envisaged management framework addresses all aspects of the project and at all levels from the individual technical tasks upwards. The decision structure matches the complexity of the project, and guarantees effective and quick decision making in order to make the best use of funds invested in the project. The proposed structure, presented in Figure 3, incorporates traditional project management roles with flexible communication and work flows, matches the complexity of the project, and has been developed to:

- Ensure effective and transparent management of CYBECO;
- Establish clear procedures for making decisions and resolving conflicts effectively and efficiently;
- Establish quality control procedures with respect to all outputs and deliverables;



## D2.1: Project Handbook

- Ensure the project proceeds within the framework of the project budget and according to administrative, financial and legal principles defined by European and national regulations;
- Ensure that the participants conform to their obligations under the contract and the consortium agreement;
- Manage background and foreground intellectual property;
- Manage innovation and active seek relevant opportunities;
- Address ethical issues and follow up the achievement of Key Performance Indicators (KPIs) as introduced in Quality Management.

## 5.2 Project meetings

Project meetings refer to Plenary Meetings which take place twice a year. Plenary meetings include a Project Board meeting and an Executive Board meeting with the aim to assess progress and address strategic issues relevant to project implementation. They also include short ad-hoc technical meetings requested by WP Leaders within the frame of addressing specific technical issues.

Furthermore, Review meetings will be scheduled in coordination with the Project Officer on months 12 and 24. Review meetings are daily meetings. Daily Pre-review meetings will be organised the day before Review meetings in order for the CYBECO consortium to better prepare for such events.

The foreseen meetings for CYBECO are presented in the following table.

**Table 9: CYBECO Foreseen Plenary Meetings**

Meeting	Location	Date	Hosting Partner
Kick-off meeting (1 <sup>st</sup> plenary meeting)	Athens - Greece	29-30 May 2017	TREK
2 <sup>nd</sup> plenary meeting	Valencia - Spain	5-6 October 2017	DEVSTAT
3 <sup>rd</sup> plenary meeting	Paris - France	April 2018	AXA
1 <sup>st</sup> review meeting	Location to be decided with the EC	May 2018	-



## D2.1: Project Handbook

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4 <sup>th</sup> plenary meeting	Madrid - Spain	October 2018	CSIC
5 <sup>th</sup> plenary meeting (combined with the CYBECO project event)	Delft - Netherlands	April 2019	TU DELFT
Final review meeting	Location to be decided with the EC	May 2019	-

For every plenary meeting, the hosting partner is responsible for drafting the meeting minutes and delivering them to the coordinator.

On top of the plenary and review meetings, project partners may hold ad-hoc technical meetings to discuss the implementation of specific tasks and deliverables. Planning of these meetings will depend upon the implementation needs of each WP and task.

**D2.1: Project Handbook**

## 6 Quality Management

Quality management defines procedures and tools for the effective and efficient delivery and revision of project deliverables and for the monitoring of the progress in relation to the achievement of project objectives. These procedures and tools are presented in the following sections.

### 6.1 Delivery and Revision of Project Deliverables

The following table presents project deliverables along with their numbers, names, the respective work packages, the partner responsible for the delivery. Furthermore, the table defines the month for the initial review of the deliverable's table of contents (TOC review) which is a task undertaken by CSIC, the month for the peer review of the complete draft of the deliverable (Peer review), the partner responsible for the peer review, the final review of the deliverable's format which is a task undertaken by TREK, and the delivery date of the final version for the European Commission.

**Table 10:** Delivery and Revision of Project Deliverables

Del. num.	Deliverable name	WP	Leader partner	TOC review (CSIC)	Peer review	Peer review partner	Format review (TREK)	Delivery date
D1.1	H-Requirement No. 3: Ethics Approvals for the Research with Humans	1	DEVSTAT	M6	M7	UNN	M7.5	M8
D1.2	POPD-Requirement No. 6: Templates for the Informed Consent	1	DEVSTAT	M1	M1	UNN	M1	M1
D1.3	POPD-Requirement No.7: Op./Confirm. Data Protection Authorities	1	DEVSTAT	M6	M7	UNN	M7.5	M8
D2.1	Project Handbook	2	TREK	M2	M2	CSIC	M2.5	M3
D2.2	Data Management Plan	2	CSIC	M2	M2	DEVSTAT	M2.5	M3
D8.1	Dissemination and Communication Plan	8	TREK	M2	M2	CSIC	M2.5	M3
D8.2	Project Website and social media accounts available	8	TREK	M2	M2	CSIC	M2.5	M3
D2.4	Innovation Schedule and Risk Management Plan	2	TREK	M4	M5	CSIC	M5.5	M6
D8.3	Elaboration Dissemination/Marketing Material	8	CSIC	M4	M5	TREK	M5.5	M6
D6.1	Concept Note with design of Economic Experiments	6	UNN	M5	M7	DEVSTAT	M7.5	M8

## D2.1: Project Handbook

D3.1	Modelling Framework for Cyber Risk Management	3	CSIC	M9	M11	TU DELFT, UNN, INTRASOFT, DEVSTAT	M11.5	M12
D4.1	Cyber-insurance use-cases and scenarios	4	AXA	M9	M11	TU DELFT, CSIC, DEVSTAT, UNN	M11.5	M12
D6.2	Experimental software	6	DEVSTAT	M9	M11	UNN, TU DELFT	M11.5	M12
D5.2	CYBECO content and data collection Manual	5	INTRA	M11	M13	TREK, TU DELFT	M13.5	M14
D5.3	CYBECO Prototype 1.0	5	INTRA	M11	M13	DEVSTAT, TREK, UNN, TU DELFT, CSIC	M13.5	M14
D5.1	Description of Methodology & Design Principles of CYBECO Toolbox	5	INTRA	M7, M15	M9, M17	CSIC, TREK, AXA	M9.5, M17.5	M10, M18
D2.5	Advisory Board Recommendation Reports	2	TREK	M7, M15	M11, M17	CSIC, INTRASOFT	M11.5, M17.5	M12, M18
D6.3	Report with Findings of Experiments and Policy implications	6	DEVSTAT	M15	M17	UNN	M17.5	M18
D8.5	Organization of final event	8	CSIC	M19	M21	TREK, INTRASOFT	M21.5	M22
D3.2	Improved Modelling Framework for Cyber Risk Management	3	CSIC	M21	M23	TU DELFT	M23.5	M24
D4.2	Use-case evaluation of the methodology and framework	4	AXA	M21	M23	TU DELFT, UNN, DEVSTAT	M23.5	M24
D2.3	Periodic Reports (a-e)	2	TREK	M3, M9, M15, M21	M5, M11, M17, M23	CSIC	M5.5, M11.5, M17.5, M23.5	M6, M12, M18, M24
D5.4	CYBECO Prototype 2.0	5	INTRA	M21	M23	DEVSTAT, TREK, UNN, TU DELFT, CSIC	M23.5	M24
D7.1	CYBECO Policy Recommendations	7	TU DELFT	M21	M23	DEVSTAT, UNN	M23.5	M24
D8.4	Dissemination Reports	8	TREK	M9, M21	M11, M23	INTRASOFT	M11.5, M23.5	M12, M24
D8.6	Exploitation plan	8	TREK	M21	M23	INTRASOFT	M23.5	M24

**D2.1: Project Handbook**

## 6.2 Monitoring Progress

The management team established in the Description of Action (DoA) a series of key performance indicators (KPIs) for monitoring the progress of the project objectives and their success. The task leaders updated these objectives with further details during the project. Table 11 depicts the CYBECO objectives, the KPI selected to monitor these objectives, the target value or range for these KPIs, and additional observations on how to meet these objectives/KPIs.

**Table 11: Project Objectives and Key Performance Indicators (KPI)**

CYBECO Objective	Selected KPI	Target Value/Range	Observations
To overcome standard cybersecurity management methods based on risk matrices.	<ul style="list-style-type: none"> <li>Encompassing model for cyber risk management produced.</li> </ul>	Model available M12	<p>The specific point is to compare the CYBECO model with risk matrices. (- Cox, L.A. "What's wrong with risk matrices?." Risk analysis 28.2 (2008): 497-512.</p> <p>- Talbot, J. "What's right with risk matrices." (2011).)</p>
	<ul style="list-style-type: none"> <li>Experiments performed to validate the model.</li> <li>Satisfaction and ease of use.</li> </ul>	<p>2 sets of experiments performed</p> <p>80% users satisfied</p>	
<p>To develop an actionable cybersecurity risk management model that</p> <ul style="list-style-type: none"> <li>takes properly into account the intentionality of adversaries.</li> <li>incorporates cyber insurance in the risk management portfolio.</li> <li>incorporates structured expert judgement methodologies to deal with cases with little data.</li> <li>incorporates cyber security behavioral and psychological findings concerning threat agents and IT owners considering cyber risk management.</li> <li>facilitates optimal cyber security investments by IT owners.</li> </ul>	<ul style="list-style-type: none"> <li>Key cybersecurity aspects sufficiently covered by model</li> </ul>	5	<p>This KPI will be covered by:</p> <ol style="list-style-type: none"> <li>Scientific publications of the project that model one/some of these aspects</li> <li>Feedback from the use case experts (referring to the actionable part).</li> </ol>

## D2.1: Project Handbook

CYBECO Objective	Selected KPI	Target Value/Range	Observations
Develop the CYBECO Toolbox implementing our risk management modelling framework to provide evidence of good practice but also concepts and tools for evaluating and demonstrating the CYBECO cybersecurity models	<ul style="list-style-type: none"> <li>• CYBECO Toolbox 2.0 available</li> <li>• Satisfaction with tool</li> </ul>	<p>Tool available M24</p> <p>80% test users satisfied</p>	
Validate and consolidate models and tool through behavioural experiments. CYBECO aims to mobilise a community of users, experts and stakeholders (insurance companies, IT security companies, researchers and policy makers) for the demonstration and validation of its models and their further development, to constitute a platform for sharing information, data, experiences and expertise, to further existing knowledge by developing new approaches, methodologies and tools, and facilitate cross-national discussion and cooperation.	<ul style="list-style-type: none"> <li>• Experiments performed and reported.</li> </ul>	<p>2 sets of experiments performed by M24 with 4000 participants</p>	
	<ul style="list-style-type: none"> <li>• Experts and stakeholders involved</li> </ul>	<p>100 stakeholders involved</p>	
To provide policy recommendations complementary to directives and standards, identifying possible gaps.	<ul style="list-style-type: none"> <li>• Policy recommendations document provided</li> </ul>	<p>Document available at M24 Comparison with 5 directives and/or standards</p>	<p>Define, at least before M18, the specific directives/standards and the gaps for the comparison.</p>
Disseminate the project outcomes so as to create a market for them: insurance product, toolbox, guidance and adaptation and expertise acquired.	<ul style="list-style-type: none"> <li>• Technical papers</li> </ul>	<p>12</p>	
	<ul style="list-style-type: none"> <li>• Dissemination plan</li> </ul>	<p>1</p>	
	<ul style="list-style-type: none"> <li>• CYBECO Toolbox subscribers</li> </ul>	<p>100</p>	
Develop an exploitation/business plan to take advantage of the market created.	<ul style="list-style-type: none"> <li>• Business plan</li> </ul>	<p>Plan available at M24</p>	<p>Establish, at least before M18, an outline of the business plan</p>



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## D2.1: Project Handbook

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KPI monitoring are inherent to the Project Management methodology and based on their assessment, the appropriate project management actions are decided. The expected benefits of this approach are that KPIs:

- Drive the outcomes of project activities. In this way, the effectiveness of activities is managed to achieve the project results;
- Clarify performance expectations and improve partner engagement and coordination;
- Focus the project's team work attention on what is important;
- Help the management team run more effective coordination activities and meetings, based on current and accurate data.

**D2.1: Project Handbook**

## 7 Reporting

Project reporting includes external and internal reports. Both types of reports are described below.

### 7.1 External Reporting

External reporting refers to Periodic Reports that will be submitted to the European Commission. This includes the Periodic Reports of Deliverable D2.3 - Periodic Report and the annual reports that the consortium has to submit based on its Grant Agreement obligations. In total, 4 reports will be submitted, one every 6 months.

All reports include technical and financial reports while the annual periodic report and the final report also include requests for payment. The annual and final report have to be drawn up using the forms and templates provided in the electronic exchange system. These two reports include also the D2.3 Periodic Reports b and d, which will be submitted earlier as per GA. The following table presents the timeline of project reporting.

**Table 12: Reporting Timeline**

Report	Contents	Format	Period Covered	Deadline
1 <sup>st</sup> Periodic Report (D2.3 a)	Technical Report Financial Report	Templates to be provided by PC	M1-M6	31/10/2017
2 <sup>nd</sup> Periodic Report (D2.3 b)	Technical Report Financial Report	Templates to be provided by PC	M7-M12	30/04/2018
Periodic Report as per GA	Technical Report Financial Report Request for Payment	Electronic exchange system forms	M1-M12	30/06/2018
3 <sup>rd</sup> Periodic Report (D2.3 c)	Technical Report Financial Report	Templates to be provided by PC	M13-M18	31/10/2018
4 <sup>th</sup> Periodic Report (D2.3 d)	Technical Report Financial Report	Templates to be provided by PC	M19-M24	30/04/2019
Final Report as per GA	Technical Report Financial Report Request for Payment	Electronic exchange system forms	M13-M24	30/06/2019



## D2.1: Project Handbook

	Certificate on Financial Statements (where applicable)			
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The technical report within each periodic report shall include the following:

- (i) An explanation of the work carried out by the beneficiaries;
- (ii) An overview of the progress towards the objectives of the action, including milestones and deliverables identified in Annex 1 of the GA, explanations justifying work expected to be carried out and actually carried out;
- (iii) Details about the exploitation and dissemination of results;
- (iv) A summary for publication by the EC regarding communication activities;
- (v) Answers to a questionnaire, covering issues related to the action implementation and the economic and societal impact, notably in the context of the Horizon 2020 key performance indicators and the Horizon 2020 monitoring requirements.

The financial report should include the following:

- (i) An 'individual financial statement' (Annex 4 of the GA) from each beneficiary, for the reporting period concerned, detailing the eligible costs (actual costs, unit costs and flat-rate costs) for each budget category;
- (ii) The individual financial statements of the last reporting period must also detail the receipts of the action;
- (iii) Each beneficiary must certify that:
  - a. the information provided is full, reliable and true;
  - b. the costs declared are eligible;
  - c. the costs can be substantiated by adequate records and supporting documentation that will be produced upon request or in the context of checks, reviews, audits and investigations, and
  - d. for the last reporting period: that all the receipts have been declared;
- (iv) An explanation of the use of resources and the information on subcontracting and in-kind contributions provided by third parties from each beneficiary, for the reporting period concerned;
- (v) A 'periodic summary financial statement', created automatically by the electronic exchange system, consolidating the individual financial statements for

## D2.1: Project Handbook

the reporting period concerned and including – except for the last reporting period – the request for interim payment.

The final report must include the following:

- (i) A ‘final technical report’ with a summary for publication containing:
  - a. An overview of the results and their exploitation and dissemination;
  - b. The conclusions on the action, and
  - c. The socio-economic impact of the action;
- (ii) A ‘final financial report’ containing:
  - a. A ‘final summary financial statement’, created automatically by the electronic exchange system, consolidating the individual financial statements for all reporting periods and including the request for payment of the balance and
  - b. A ‘certificate on the financial statements’ (drawn up in accordance with Annex 5 of the GA) for each beneficiary who requests a total contribution of EUR 325.000 or more, as reimbursement of actual costs and unit costs calculated on the basis of its usual cost accounting practices.

The templates of the Periodic Reports of D2.3 use the same format and information as in the Periodic Reports that will be submitted through the electronic exchange system of the EU.

## 7.2 Internal Reporting

The Periodic and the Final Reports are submitted to the EC by the Project Coordinator. In order to draft and submit the reports, the PC needs to receive one report from each partner. Furthermore, each partner has to submit an Effort Monitoring Table which reports the effort that each partner spent in CYBECO project implementation. The following table presents the internal reports that need to be submitted by each project partner and the respective deadlines.

**Table 13:** Deadlines for the Submission of Internal Reports

Report	Contents	Format	Period Covered	Deadline
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**D2.1: Project Handbook**

1 <sup>st</sup> Internal Periodic Report	Technical Report Individual Financial Statement Effort Monitoring Table	Templates available in the private section of the website	M1-M6	15/10/2017
2 <sup>nd</sup> Internal Periodic Report	Technical Report Individual Financial Statement Effort Monitoring Table	Templates available in the private section of the website	M1-M12	15/04/2018
3 <sup>rd</sup> Internal Periodic Report	Technical Report Individual Financial Statement Effort Monitoring Table	Templates available in the private section of the website	M12-M18	15/10/2018
4 <sup>th</sup> Internal Periodic Report	Technical Report Individual Financial Statement Effort Monitoring Table CFS (where appropriate)	Templates available in the private section of the website	M18-M24	15/04/2019

Furthermore, each project partner needs to keep time records and to keep track of effort spent in CYBECO through the use of timesheets. The format of the timesheets is defined by each partner separately depending on its accounting system and the respective needs.

## 8 Communication

Within this section external and internal communication procedures and rules are described.

### 8.1 Internal Communication

Internal communication refers to the communication among project partners. The main mean of communication is email. In order to make sure that CYBECO project emails are not lost among other projects' emails a standard subject is used. Thus, CYBECO related emails should start with the word CYBECO in the subject line. Then, the topic of the email should follow along with any other information that the editor wants to include in the subject line. An example of an email subject is the following:

Email subject example: CYBECO - PM Call for month August

The mailing list of CYBECO is hosted by TU DELFT and the respective email address is [cybeco-tbm@tudelft.nl](mailto:cybeco-tbm@tudelft.nl). It is also mandatory for all important email communications to keep in copy the Project Coordinator (Nikolaos Vasileiadis - [n.vasileiadis@trek-development.eu](mailto:n.vasileiadis@trek-development.eu)) if not addressed to him.

#### 8.1.1 Information Sharing

Information sharing will take place through the private section of the project web site <http://www.cybeco.eu>. Every member of the consortium has access to this section through a unique for the partner organisation user name and password. Every member of the consortium has the right to upload and download files to the repository of the web site.

However, there are different permission levels for the Project Coordinator, the Scientific Director and the other members of the CYBECO consortium for document editing.

### 8.2 External Communication

External communication refers to communication towards all parties outside the consortium including the EU's Project Officer, CYBECO target groups and stakeholders and other relevant H2020 projects. External communication also refers to dissemination activities

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## D2.1: Project Handbook

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defined within WP8 of the project and D8.1: Dissemination and Communication Plan. In this respect, the same rules that apply to dissemination and are described in D8.1 should be also used in external communication.

Regarding communication with the Project Officer, the Project Coordinator acts as the intermediary among project partners and the Project Officer. Furthermore, and in relation to email communication, it is recommended that the same format as in the internal communication is used for external emails as well.

### 8.2.1 Project Website

The project website constitutes a tool for both internal (through the private section) and external communication. It provides information about the project, the partners, the results of the project, its news and relevant events. It also provides contact information which can be used by interested parties to contact project partners. The website contains an internal data repository to share the project datasets among the project partners. Additionally, an open data repository will be created to make accessible those research datasets that can be made available publicly.

The URL of the project website is <http://www.cybeco.eu>.

## 9 Documentation

During the implementation of the CYBECO project a large number of documents are expected to be produced. Common templates should be used for all public documentation.

### 9.1 Document Templates

There are different types of templates that apply to different types of documents. These are the following:

- Project deliverables;
- Project presentations;
- Official EU reports;
- Other public documents.

Templates for project deliverables, project presentations and official EU reports are available in the private section of the project web site.

Regarding the naming of project documents, a common format should be used depending on the type of document. If the document is a project deliverable then the recommended naming is the following:

CYBECO\_Dx.y\_ShortTitle\_v0.1

In the case of a project presentation in a meeting or a conference or another document produced in the frame of the meeting or conference, the following format should be used:

CYBECO\_DocumentTitle\_EventName\_Location\_Organisation\_v0.1

### 9.2 Data Management

Data exchanges within the CYBECO project will be based on the Data Management Plan described in deliverable D2.2.

## **10 Acronyms and Abbreviations**

AB - Advisory Board

AO - Administrative Officer

AXA - AXA TECHNOLOGY SERVICES

CA - Consortium Agreement

CSIC - AGENCIA ESTATAL CONSEJO SUPERIOR DE INVESTIGACIONES CIENTIFICAS

CYBECO - Supporting Cyberinsurance from a Behavioural Choice Perspective

DEVSTAT - DEVSTAT SERVICIOS DE CONSULTORIA ESTADISTICA SL

EB - Executive Board

EC - European Commission

EU - European Union

GA - Grant Agreement

INTRASOFT - INTRASOFT INTERNATIONAL SA

PB - Project Board

PC - Project Coordinator

PO - Project Officer

SD - Scientific Director

TM - Technical Manager

TL - Task Leader

TREK - TREK DEVELOPMENT SA

TU DELFT - TECHNISCHE UNIVERSITEIT DELFT

UNN - UNIVERSITY OF NORTHUMBRIA AT NEWCASTLE

WP - Work Package

WPL - Work Package Leader