TEALHELIX

SMART LABELS
INCLUSIVE SOLUTIONS

DELIVERABLE 1.1

Project Management Plan

KU Leuven

December 2024

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 European Research Executive Agency. Neither the European Union nor the granting authority can be held responsible for them.

Funded by the European Union

PROJECT INFORMATION

PROGRAMME	Horizon Europe
TOPIC	HORIZON-CL6-2023-COMMUNITIES-01-6
TYPE OF ACTION	HORIZON Research and Innovation Actions
PROJECT NUMBER	101136955
START DAY	1 September 2024
DURATION	48 months

DOCUMENT INFORMATION

TITLE	PROJECT MANAGEMENT PLAN
WORK PACKAGE	1
TASK	Task 1.1 Overall project coordination
AUTHORS (Organisation)	Justina Barsyte (KUL), Siegfried Dewitte (KUL), Fien De Wever (KUL), Lotte Peers (KUL)
REVIEWERS	Florian Lange (KUL), Cecilia D'Acunto (SAFE)
DATE	31/12/2024

DISSEMINATION LEVEL

PU	Public, fully open	x
SEN	Sensitive, limited under the conditions of the Grant Agreement	
Classified R-UE/EU-R	EU RESTRICTED under the Commission Decision No2015/444	
Classified C-UE/EU-C	EU CONFIDENTIAL under the Commission Decision No2015/444	
Classified S-UE/EU-S	EU SECRET under the Commission Decision No2015/444	

DOCUMENT HISTORY

VERSION	DATE	CHANGES	RESPONSIBLE PARTNER
V0.1	06/12/2024	The first draft is ready for internal review	KUL
V0.2	15/12/2024	Reviewers' feedback	KUL, SAFE
V0.3	19/12/2024	Finalized version taking into account reviewers feedback	KUL

TABLE OF CONTENTS

LIST OF FIGURES

LIST OF TABLES

ABBREVIATIONS

AGA	Annotated Grant Agreement
CA	Consortium Agreement
CT	Coordination Team
D	Deliverable
DoA	Description of the Action
DCP	Dissemination and Communication Plan
EB	Executive Board
EC	European Commission
EU	European Union
GA	Grant Agreement
GA	General Assembly
GDPR	General Data Protection Regulation
HEU	Horizon Europe
JRC	Joint Research Centre
KPIs	Key Performance Indicators
LEAR	Legal Entity Appointed Representative
PFSIGN	Project Financial Signatory
PLSIGN	Project Legal Signatory
PMP	Project Management Plan
PR	Periodic Report
REA	European Research Executive Agency
RP	Reporting Period (
SB	Stakeholder Board
WP	Work package

Executive Summary

The Project Management Plan (PMP) for the Horizon Europe project TealHelix is designed to ensure the smooth implementation of the project, supporting the achievement of its objectives. It provides guidance to consortium members on effectively managing governance, administrative, procedural, and financial aspects of the project. The PMP focuses on implementation processes, organizational structures, and key responsibilities for engaging with the European Research Executive Agency (REA) facilitating goal achievement, progress monitoring, and timely delivery of outcomes.

The PMP also standardizes various project components, such as reports and deliverables, through the use of agreed-upon procedures and templates. Specially, it covers:

- Management structure and procedures.
- Quality plan.
- Ethical considerations.
- Internal consortium communication.
- Financial guidelines.

This document is a living document and will be updated as needed throughout the project. It complements the principles outlined in the EU Grant Agreement (GA), the Description of the Action (DoA), and the Consortium Agreement (CA), while maintaining the following hierarchy of precedence in case of discrepancies:

1. The EU Grant Agreement, including the Description of the Action (DoA);
2. The Consortium Agreement (CA);
3. The Project Management Plan.

By aligning with these frameworks, the PMP serves as a practical tool to guide the consortium in meeting project objectives and adhering to EU guidelines.

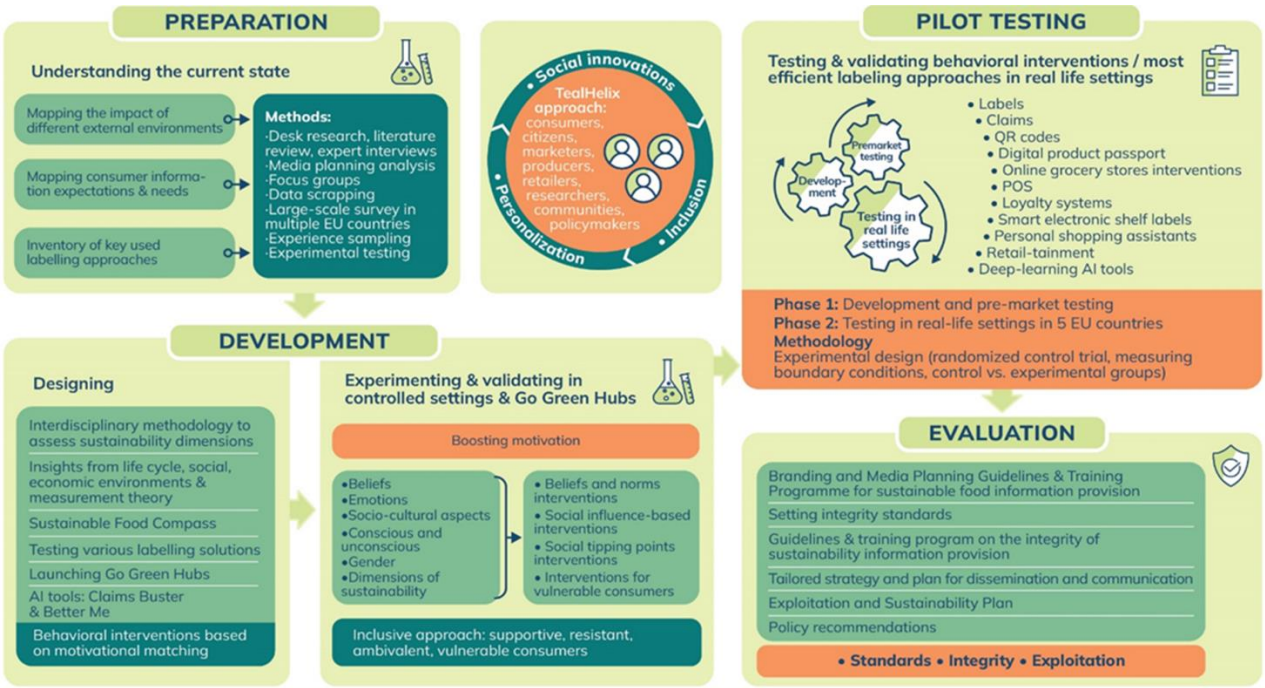
1. INTRODUCTION

1.1 Project abstract

TealHelix advances the state-of-the-art by proposing a more precise and targeted approach – empowerment through personalization and inclusion. Using the underlying logic of motivational matching, we will develop several new labelling approaches and digital social innovations to guide and improve consumer decision-making. Such an approach will also enable us to address resistance to sustainability ideas and tailor our interventions to the heterogeneity in individual needs of vulnerable consumers. Combining insights from life cycle, social and economic environments analysis, measurement, and consumer behaviour theories, we will develop a new measure to assess how individual and planetary preferences for various sustainability dimensions can be aligned to reach sustainability goals. Next, we will test a number of means of transmission: traditional labelling approaches, digital and brick-and-mortar retail labelling approaches, and smart labelling approaches. To sustain and scale the change, we will develop integrity guidelines and new sustainability information provision standards for the industry. We will leverage the interdisciplinary and transdisciplinary competencies of the consortium in marketing, consumer behaviour, psychology, environmental and information sciences, as well as in communication, retailing, and standard-setting industries. The project will generate multiple novel methods to study labelling approaches and original empirical evidence through machine learning-based 'big data' analysis, large-scale surveys, experience-sampling, and micro-level experiments. Finally, we will integrate the findings into digital social innovations powered by AI tools to support labelling solutions. As a result, we will provide a deeper understanding of how various external environments shape attitudes and beliefs towards food sustainability labelling, how to motivate consumers to use and follow sustainable label information, and how to include the ones who are in greatest need.

1.2 The concept of TealHelix

Figure 1: The concept of TealHelix



1.3 KU Leuven Coordination Team

The Coordination Team consists of Justina Barsyte, Siegfried Dewitte, Florian Lange, Fien De Wever, and Lotte Peers. We ask all partners to direct emails related to project coordination to **coordination.tealhelix@kuleuven.be** rather than solely emailing the coordinator.

Table 1: KU Leuven Coordination Team

Picture	Name	Roles	Email
	**Justina Barsyte**	Project Coordinator	justina.barsyte@kuleuven.be
	**Siegfried Dewitte**	Scientific Coordinator, WP6 leader	siegfried.dewitte@kuleuven.be
	**Florian Lange**	Ethics Mentor, Data Manager, Researcher (WP3-6)	florian.lange@kuleuven.be
	**Fien De Wever**	Reporting and Administrative Manager, Researcher (WP4-5)	fien.dewever@kuleuven.be
	**Lotte Peers**	Legal and Financial Project Manager	lotte.peers@kuleuven.be

1.4 Consortium

TealHelix leverages the interdisciplinary and transdisciplinary competencies of the consortium in marketing, consumer behavior, psychology, environmental and information sciences, as well as in communication, retailing, and standard-setting industries.

TealHelix is implemented by a well-balanced consortium comprised of high-level researchers in the areas of marketing, consumer behavior, psychology, environmental and information sciences as well as industry experts. Our 18 partners represent a total of 11 different countries (Austria, Belgium, Denmark, Germany, Greece, Estonia, Latvia, Lithuania, the Netherlands, Poland, and Switzerland). The consortium is a high-quality partnership based on the diversified expertise, knowledge, and networks substantially covering all skills, resources, and access to stakeholders required for successful implementation.

Table 2: TealHelix consortium

No	Legal name	Short name	Country
1	KATHOLIEKE UNIVERSITEIT LEUVEN	KUL	BE
2	SAFE FOOD ADVOCACY EUROPE	SAFE	BE
3	WHITE RESEARCH SRL	WR	BE
4	VILNIAUS UNIVERSITETAS	VilniusU	LT
5	AdCogito Elgsenos tyrimu institutas VsI	AdC	LT
6	VALSTYBINE MAISTO IR VETERINARIJOS TARNYBA	VMVT	LT
7	SIA "Rimi Baltic"	RIMI	LV
8	ZENITH POLAND SP Z O.O.	Zenith	PL
9	Stowarzyszenie	SAR	PL
10	UNIVERSITY OF MACEDONIA	UoM	EL
11	EREVNITIKO PANEPISTIMIAKO INSTITOUTO SYSTIMATON EPIKOINONION KAI YPOLOGISTON	ICCS	EL
12	RIJKSUNIVERSITEIT GRONINGEN	RUG	NL
13	STICHTING VU	VU Amsterdam	NL
14	GS1 GERMANY GMBH	GS1	DE
15	UNIVERSITAET FUER BODENKULTUR WIEN	BOKU	AT
16	COPENHAGEN BUSINESS SCHOOL	CBS	DK
17	UNIVERSITAT ST GALLEN	USG	CH
18	RIMI ESTONIA	Rimi EE	EE

2. LEGAL DOCUMENTS

2.1 Grant Agreement

The Grant Agreement serves as the legal foundation for the project's implementation. It includes:

- 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 - HE Specific Rules.

The Grant Agreement is a binding legal framework for the project implementation. While the contract is signed between the EU and the project Coordinator, all partners become individual contractual parties to the Commission by signing the Accession Forms.

The KU Leuven Coordination Team acts as the central liaison with the Commission and represents the consortium. The Grant Agreement and the Consortium Agreement are interconnected and should be considered complementary documents.

By signing the Grant Agreement, each partner is obligated to:

- execute the project, particularly the activities outlined in Annex 1 of the Grant Agreement (Description of Action); and
- adhere to all provisions of the Grant Agreement, as well as applicable EU, international, and national laws.

The project proposal (Annex 1 - Description of the action (DoA)) is an integral and binding component of the contract with the European Research Executive Agency.

2.2 Consortium Agreement (CA)

The Consortium Agreement (CA) outlines the internal arrangements among the beneficiaries forming the TealHelix consortium necessary for proper project implementation and coordination (e.g., management structure and procedures, allocation and distribution of EU funding; rights and obligations related to background and project results (e.g., access rights); resolution of internal disputes; liability, indemnification, and confidentiality agreements among beneficiaries).

By signing the CA, each party commits to actively contributing to the project’s efficient execution, fulfilling their obligations under both the Grant Agreement and Consortium Agreement promptly, cooperatively, and in good faith, in accordance with Belgian law.

Table 3: Grant Agreement vs. Consortium Agreement

Grant Agreement	Consortium Agreement
Between **EC & Consortium**	Between **Consortium members** (EC not included)
Partners' rights and obligations **towards the EC**	Share of rights, obligations and responsibilities among partners !CA may not contradict GA

2.3 Amendments

During the project, situations may occur that require submitting a request to the EU for an amendment to the Grant Agreement (e.g., change in partners/legal entities involved; changes to the budget such as reallocating costs; changes to work plan; person months; etc.). Any change needs to be reported as soon as possible to the Coordinator.

The GA may be amended, unless the amendment entails changes to the Agreement that would call into question the decision awarding the grant or breach the principle of equal treatment of applicants.

Some changes might require an amendment of the Grant Agreement (GA) (and/or Consortium Agreement (CA)).

Amendments may be requested by any partner. The request must include:

- The reasons why change is needed;
- The appropriate supporting documents.

The Coordinator will launch the amendments and execute the process with the EC through the Funding & Tender Portal.

Table 4: Examples when GA amendments are required or not required

Example	Required?
Beneficiary name change	NO, LEAR updates the Participant Register
Addition of a new Beneficiary/ Associated Partner/ Affiliated Partner	YES
Change in duration of the project	YES
Daughter/Sister company will execute part of the project work	YES, Affiliated entity must be added to the GA
Adding/Removing tasks described in Annex 1	YES
Budget transfer between cost categories	NO
Budget transfer between Beneficiaries	NO
Budget transfer from actual to unit costs categories (or reversed)	YES
New subcontracts	YES (strongly advised)

3. MANAGEMENT STRUCTURE AND PROCEDURES

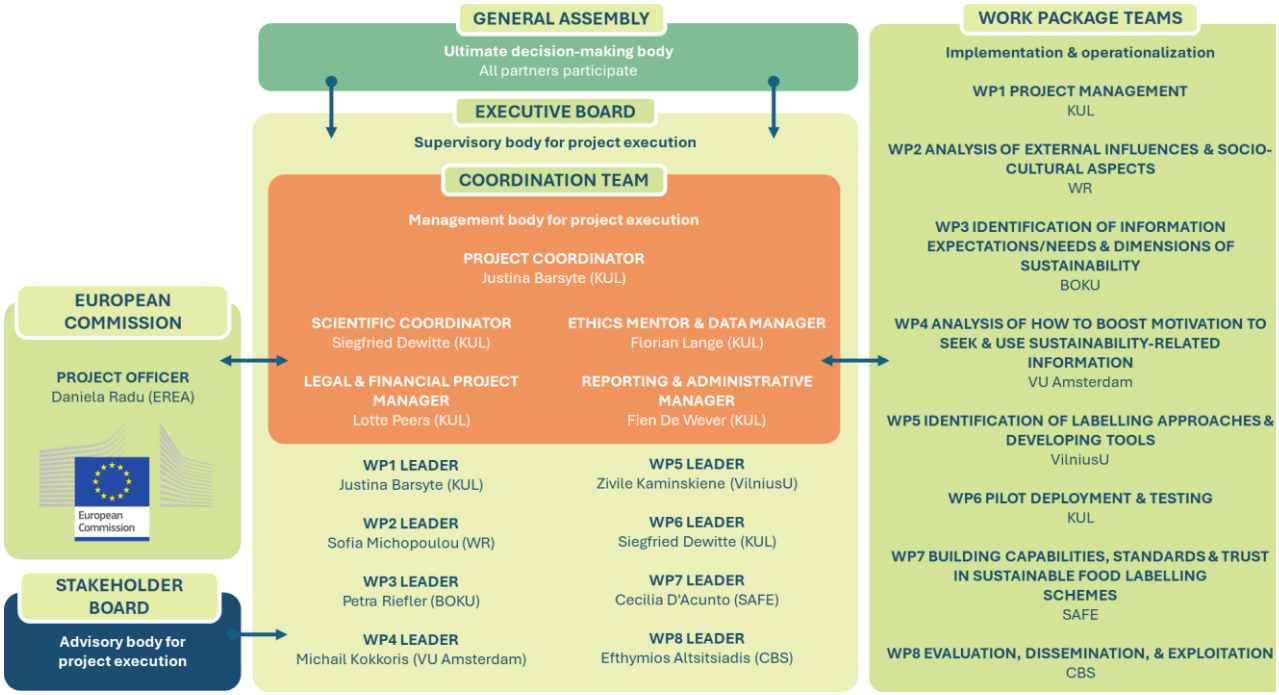
This section highlights the TealHelix management approach to ensure the successful and on time implementation of all project activities.

3.1 Project organisational structure

The organizational structure of the consortium includes:

- The General Assembly - the ultimate decision-making body of the consortium.
- The Executive Board - the supervisory body for the execution of the Project, reports to the General Assembly.
- The Stakeholder Board - the advisory body for the execution of the Project, steered by the Executive Board.
- The Coordinator - the intermediary between the Partners and the EC.

Figure 2: TealHelix management structure



3.1.1 Project bodies

General Assembly (GA)

The General Assembly oversees project activities and functions as the consortium's steering group, serving as its highest decision-making body. It comprises 18 members, with one representative from each partner (typically the Local PI). This structure ensures that all partners have an equal role in decision-making and remain committed to the project's success. The Project Coordinator chairs the General Assembly.

Table 5: Members of the GA

No	Name	Institution	Email
1	Siegfried Dewitte	KUL	siegfried.dewitte@kuleuven.be
2	Cecilia D'Acunto	SAFE	dacunto@safefoodadvocacy.eu
3	Sofia Michopoulou	WR	smichopoulou@white-research.eu
4	Zivile Kaminskiene	VilniusU	zivile.kaminskiene@evaf.vu.lt
5	Elze Uždavinytė	AdC	elze@adcogito.lt
6	Vaidotas Kiudulas	VMVT	vaidotas.kiudulas@vmvt.lt
7	Raitis Poznaks	RIMI	raitis.poznaks@rimibaltic.com
8	Ewa Zakrzewska	Zenith	Ewa.Zakrzewska@publicisgroupe.com
9	Paweł Tyszkiewicz	SAR	pawel.tyszkiewicz@sar.org.pl
10	Stylianos Katranidis	UoM	katranid@uom.edu.gr
11	Dimitris Kalogeras	ICCS	D.Kalogeras@noc.ntua.gr
12	Kai Epstude	RUG	k.epstude@rug.nl
13	Michail Kokkoris	VU Amsterdam	m.kokkoris@vu.nl
14	Tim Bartram	GS1	tim.bartram@gs1.de
15	Petra Riefler	BOKU	petra.riefler@boku.ac.at
16	Efthymios Altsitsiadis	CBS	ea.msc@cbs.dk
17	Reto Hofstetter	USG	reto.hofstetter@unisg.ch
18	Katrin Bats	RIMI EE	Katrin.Bats@rimibaltic.com

A Member may appoint a substitute or a proxy to attend and vote at any meeting.

The GA decisions pertain to

- content, finance, and intellectual property rights (e.g., changes to the GA).
- evolution of the consortium (e.g., entry of a new partner, withdrawal of a partner).
- breach, defaulting party status, and litigation.
- appointments (Executive Board Members, Stakeholder Board Members).

Voting rules and quorum

- Voting is valid in meetings attended by two-thirds (2/3) of Partners (quorum).
- Each Partner has one vote. Decisions are taken by a majority of two-thirds (2/3) of the votes cast.
- A Partner which can show that its own work, time for performance, costs, liabilities, intellectual property rights or other legitimate interests would be severely affected by a decision of a General Assembly may exercise a veto with respect to the corresponding decision.

Decisions without a meeting

- Any decision may also be taken without a meeting if a) the Coordinator circulates to all Members of the General Assembly a suggested decision with a deadline for responses of at least 10 calendar days after receipt by a Party and b) the decision is agreed by 2/3 of all Parties.
- The Coordinator shall inform in written form all the Parties of the outcome of the vote.

Meetings

The GA will meet 9 times during the project (7 in-person meetings and 2 online meetings). These meetings will be organized in Month 1, 6, 12, 18, 24, 30, 36, 42, 48 (together with a final conference).

Each partner should be present or represented at the GA meetings.

Draft planning of meetings:

- Kick-off, September 25-26, 2024, Leuven, KU Leuven
- Second meeting, March 17-18, 2025 Amsterdam, VU Amsterdam
- Third meeting, September 29-30, 2025, Cologne, GS1G
- Fourth meeting, February, 2026
- Fifth meeting, September 2026
- Sixth meeting, February, 2027
- Seventh meeting, September 2027
- Eight meeting, February, 2028
- Ninth meeting, August 2028

Executive Board (EB)

This is the supervisory body for the execution of the project. It reports to and is accountable to the GA. The Executive Board consists of the Coordination Team, Ethics Mentor, and the Work Package Leaders. The board is responsible for organizing meetings, suggesting decisions, and preparing the agenda for the General Assembly.

The EB meets quarterly and will hold a final meeting when the project ends. Extra meetings can be arranged if any member of the Board makes a written request. The Project Coordinator will lead all Executive Board meetings unless two-thirds of the members decide otherwise. Once approved, meeting minutes will be shared by the Project Coordinator with General Assembly members.

Table 6: Members of the EB

No	Name	Institution, Role	Email
1	Justina Barsyte	KUL, Coordination Team, WP1 lead	justina.barsyte@kuleuven.be
	Siegfried Dewitte	KUL, Coordination Team, WP6 lead	siegfried.dewitte@kuleuven.be
	Florian Lange	KUL, Coordination Team, Ethics mentor	florian.lange@kuleuven.be
	Fien De Wever	KUL, Coordination Team	fien.dewever@kuleuven.be
2	Sofia Michopoulou	WR, WP2 lead	smichopoulou@white-research.eu
3	Petra Riefler	BOKU, WP3 lead	petra.riefler@boku.ac.at
4	Michail Kokkoris	VU Amsterdam, WP4 lead	m.kokkoris@vu.nl
5	Zivile Kaminskiene	VilniusU, WP5 lead	zivile.kaminskiene@evaf.vu.lt
6	Cecilia D'Acunto	SAFE, WP7 lead	dacunto@safefoodadvocacy.eu
7	Efthymios Altsitsiadis	CBS, WP8 lead	ea.msc@cbs.dk

Tasks of the Executive Board:

- Proposes decisions and prepares the agenda of the General Assembly.
- Seeks a consensus among the Partners.
- Is responsible for the implementation of the GA decisions.
- Monitors the implementation of the Project.
- Collects information at least every 6 months on the progress of the Project and examines that information to assess the compliance of the Project with the Grant Agreement.
- Supports the Coordinator in preparing meetings with the EC and in preparing related data and deliverables.

KU Leuven Coordination Team (CT)

The Coordination Team (CT) is responsible for making decisions to ensure the smooth execution of the project. Additionally, it serves as the primary contact point between the project partners and the European Research Executive Agency. The Coordination Team meets every two weeks.

Roles and responsibilities of the CT team

Project Coordinator (Justina Barsyte)

The Project Coordinator oversees the overall management of the project and acts as the liaison between the Partners and the REA. The Project Coordinator's responsibilities include:

- Ensuring timely delivery of project results by supervising the preparation of deliverables within the specified timeframe and quality standards.
- Continuously monitoring and adjusting the project's progress, including aligning and refining research and scientific outcomes.
- Overseeing the activities of each Work Package (WP).
- Ensuring the project's quality standards are met.
- Identifying and managing project risks.
- Communicating with the REA Project Officer.
- Organizing and leading meetings of the General Assembly and the Executive Board.
- Addressing and resolving any crises or emergencies related to the project.

Scientific Coordinator (Siegfried Dewitte)

The Scientific Coordinator is responsible for the supervision of the overall scientific management of the project and its scientific output quality. The Scientific Coordinator's responsibilities include:

- Ensuring the overall scientific concept and methodologies used align with the project aims.
- Coordinating the alignment of scientific work between WPs (e.g., aligning the multi-disciplinary approaches, concepts, and diverse methodologies).
- Coordinating dissemination of scientific output (e.g., scientific workshops, special issues submission etc.).
- Identifying and managing science-related risks.
- Quality control of the scientific deliverables in compliance with the project requirements.

Ethics Mentor (Florian Lange)

The Ethics Mentor is responsible for integrity and ethics management of the project's activities. The Ethics Mentor responsibilities include:

- Ensuring that principles of ethics and fairness are taken into account.
- Identifying and managing ethics and integrity-related risks.
- Advice, sharing experience and knowledge with Partners on how to properly identify and address ethics issues.
- Quality control of the deliverables in compliance with the ethics requirements.

Data Manager (Florian Lange)

The Data Manager is responsible for management of the data generation and analysis activities during the project. The Data Manager responsibilities include:

- Development and updating of Data Management Plan (DMP).
- Supervision of proper data management of the project in all phases of its life cycle.
- Advice and supervision of the implementation of open-science practices.
- Quality control of the deliverables in compliance with the data management requirements.

Reporting and Administrative Manager (Fien De Wever)

The Reporting and Administrative Manager (RAM) is responsible for managing the project's administration, ensuring smooth internal communication and timely reporting. The Reporting and Administrative Manager responsibilities include:

- Collect, review for consistency, and submit reports, deliverables, and any requested documents to the Funding Authority. If one or more of the partners is late in submission of any deliverables, the RAM may nevertheless submit the other partners' project deliverables and all other documents required by the Grant Agreement to the Funding Authority in time.
- Submitting deliverables to the European Research Executive Agency (EC portal).
- Assisting with the practical organization of project meetings.
- Coordinating dissemination activities with the dissemination and communication partner (WR).
- Keeping updated SharePoint and minutes of the meetings.
- Managing the timely update of the consortium mailing lists.
- Supporting other Coordination Team members in their tasks.

Financial and Legal Manager (Lotte Peers)

The Financial and Legal Manager (FLM) is responsible for the financial and legal aspects related to the project. The Financial and Legal Manager responsibilities include:

- Provide assistance and respond to inquiries from project partners and the European Research Executive Agency regarding administrative (legal) and financial matters related to the project.
- Collect, review for consistency, and submit financial statements, and any requested documents to the Funding Authority. If one or more of the partners is late in submission of any deliverables, the FLM may nevertheless submit the other partners' project deliverables and all other documents required by the Grant Agreement to the Funding Authority in time.
- Oversee the financial administration of the project, ensuring accurate management of overall expenses.
- Report the project's overall budget status to the European Research Executive Agency as needed, based on cost declarations from project partners.
- Monitor cost declarations from all project partners every six months, promptly addressing any misunderstandings or errors.
- Manage the process of preparing and submitting amendments to the Grant Agreement.

Stakeholder Board (SB)

The Stakeholder Board has an advisory role and will provide relevant insights, share good practices, evaluate intermediate results in the context of the final goals, and provide recommendations for the project. It is composed of internationally renowned experts in the scientific and technical disciplines relevant to TealHelix. The SB is appointed and steered by the Executive Board. The SB assists and facilitates the decisions made by the GA.

Candidates for the SB are submitted by consortium members and are subject to high standards of expertise. The SB members can participate in General Assembly meetings upon invitation (but they have no voting rights).

Table 7: Members of the SB

Name	Position	Expertise
Kaloyan Mitev	JRC, EU Policy Lab: Foresight, Design & Behavioural Insights	Behavioural insights, policy research interaction
Monika Magyar	Senior Public Affairs Advisor, EACA – European Association of Communications Agencies	Advertising
Tomasz Pawlikowski	GM, EEU and Strategic Director, Sustainable brands	Sustainability initiatives by industry, Marketing
Oliver Cichonczyk (TBC)	Fuchs Gewürze GmbH	Food producer, retail settings
Maud Hartstra	THRIVE Institute Invest NL	Science practice interaction, innovation management

Work Package teams (WP teams)

Work Package teams are led by the WP Leaders. The WP Leaders report to the EB. Task Leaders assist WP Leaders in planning, managing, and performing their respective tasks in the WP context.

Table 8: WP Leaders and Task Leaders

No	Name	Institution	Lead	Email
WP1	**Project management**	**KUL**	**Justina Barsyte**	**justina.barsyte@kuleuven.be**
T1.1	Overall project coordination	KUL	Justina Barsyte	justina.barsyte@kuleuven.be
T1.2	Scientific management	KUL	Siegfried Dewitte	siegfried.dewitte@kuleuven.be
T1.3	Integrity management	SAFE	Cecilia D'Acunto	dacunto@safefoodadvocacy.eu
T1.4	Data Management	KUL	Florian Lange	florian.lange@kuleuven.be
T1.5	Stakeholder Board	KUL	Justina Barsyte	justina.barsyte@kuleuven.be
T1.6	Reporting	KUL	Fien De Wever	fien.dewever@kuleuven.be
T1.7	Collaborating with JRC and HORIZON-CL6-2024-GOVERNANCE-01-3	KUL	Justina Barsyte	justina.barsyte@kuleuven.be
WP2	**Analysis of external influences and socio-cultural aspects**	**WR**	**Sofia Michopoulou**	**smichopoulou@white-research.eu**
T2.1	The inventory of key labelling approaches	UoM	Andreas Andronikidis	a.andronikidis@uom.edu.gr
T2.2	The influence of external factors and socio-cultural aspects	WR	Sofia Michopoulou	smichopoulou@white-research.eu
T2.3	The analysis of the current state of sustainability information presentation in media and marketing environments	ZENITH	Ewa Zakrzewska	Ewa.Zakrzewska@publicisgroupe.com
T2.4	The analysis of the current state of behavioural aspects related to external drivers, internal motivations, and existing label approaches in online media environments	USG	Michal Elhanan	mihala.elhananagilade@unisg.ch
WP3	**Identification of information expectations/needs and dimensions of sustainability**	**BOKU**	**Petra Riefler**	**petra.riefler@boku.ac.at**
T3.1	The analysis of consumer information expectations/needs (conscious and unconscious) related to different dimensions of sustainability	CBS	Jan Bauer	jmb.msc@cbs.dk
T3.2	Identifying of the environmental sustainability for different food products with a focus on their contribution to mitigate climate change	KUL	Liesbet Vranken	liesbet.vranken@kuleuven.be
T3.3	Identifying dimensions of sustainability for different food products that contribute most to reaching the social and economic sustainability goals	KUL	Liesbet Vranken	liesbet.vranken@kuleuven.be
T3.4	Developing and validating the psychometric assessment tool - the Sustainable Food Compass	BOKU	Petra Riefler	petra.riefler@boku.ac.at

WP4	**Analysis of how to boost motivation to seek and use sustainability related information**	**VU Amsterdam**	**Michail Kokkoris**	**m.kokkoris@vu.nl**
T4.1	Development of beliefs and norms based behavioural interventions	VU Amsterdam	Michail Kokkoris	m.kokkoris@vu.nl
T4.2	Development of social tipping points based behavioural interventions	RUG	Kai Epstude	k.epstude@rug.nl
T4.3	Development of social influence based behavioural interventions	AdC	Elzė Uždavinytė	elze@adcogito.lt
T4.4	Development of behavioural interventions tailored for diverse needs of vulnerable consumers	KUL	Florian Lange	florian.lange@kuleuven.be
WP5	**Identification of labelling approaches and developing tools**	**VilniusU**	**Živilė Kaminskienė**	**zivile.kaminskiene@evaf.vu.lt**
T5.1	Go Green Hubs - co-creation of labelling solutions with communities and citizens	KUL	Fien De Wever	fien.dewever@kuleuven.be
T5.2	Integrating findings on the use of beliefs and norms, tipping points, social influence to boost the effectiveness of different sustainability dimensions and labelling approaches	VilniusU	Živilė Kaminskienė	zivile.kaminskiene@evaf.vu.lt
T5.3	AI tools	ICCS	Ioannis Rallis	irallis@central.ntua.gr
WP6	**Pilot deployment and testing**	**KUL**	**Siegfried Dewitte**	**siegfried.dewitte@kuleuven.be**
T6.1	Pilot testing stage 1. Testing various means of presentation	VilniusU	Agnė Zakarevičiūtė	agne.zakareviciute@evaf.stud.vu.lt
T6.2	Pilot testing stage 2. Testing various means of transmission in retail settings	KUL	Florian Lange	florian.lange@kuleuven.be
T6.3	Dynamic feedback, data collection and analysis	ICCS	Ioannis Rallis	irallis@central.ntua.gr
T6.4	Evaluation of TealHelix framework, interventions and measures	KUL	Florian Lange	florian.lange@kuleuven.be
WP7	**Building capabilities, standards and trust in sustainable food labelling schemes**	**SAFE**	**Cecilia D'Acunto**	**dacunto@safefoodadvocacy.eu**
T7.1	Understanding the integrity principles and limits for influencing consumers and developing standards for policymakers and the industry	SAFE	Cecilia D'Acunto	dacunto@safefoodadvocacy.eu
T7.2	Training on the integrity principles of sustainability information provision	SAFE	Cecilia D'Acunto	dacunto@safefoodadvocacy.eu
T7.3	Training on the how to promote sustainable food	SAR	Paweł Tyszkiewicz	pawel.tyszkiewicz@sar.org.pl
T7.4	Consumer empowerment guidelines on how to make informed and sustainable food choices	SAFE	Cecilia D'Acunto	dacunto@safefoodadvocacy.eu
WP8	**Evaluation, dissemination, and exploitation**	**CBS**	**Efthymios Altsitsiadis**	**ea.msc@cbs.dk**
T8.1	Policy recommendations - Scalability and replication guide	CBS	Efthymios Altsitsiadis	ea.msc@cbs.dk
T8.2	Dissemination and communication	WR	Sofia Michopoulou	smichopoulou@white-research.eu
T8.3	Innovation management and exploitation planning	WR	Sofia Michopoulou	smichopoulou@white-research.eu

Responsibilities of the WP Leaders

WP leaders oversee the detailed implementation of work packages and tasks (and the preparation of related deliverables and milestones).

WP leaders are responsible for managing the operational aspects of their work package, including:

- Coordinating the activities of Task Leaders;
- Reporting progress during project meetings;
- Ensuring deliverables are completed and submitted according to the work plan;
- Immediately reporting any major decisions or deviations from the work plan;
- Addressing contributions from partners that are non-performing or inactive.
- Reporting any potential issues to the Project Coordinator.

The overall responsibility for monitoring the progress of the work package lies with the WP Leader, but all partners are expected to monitor their own contributions.

3.2 Project management procedures

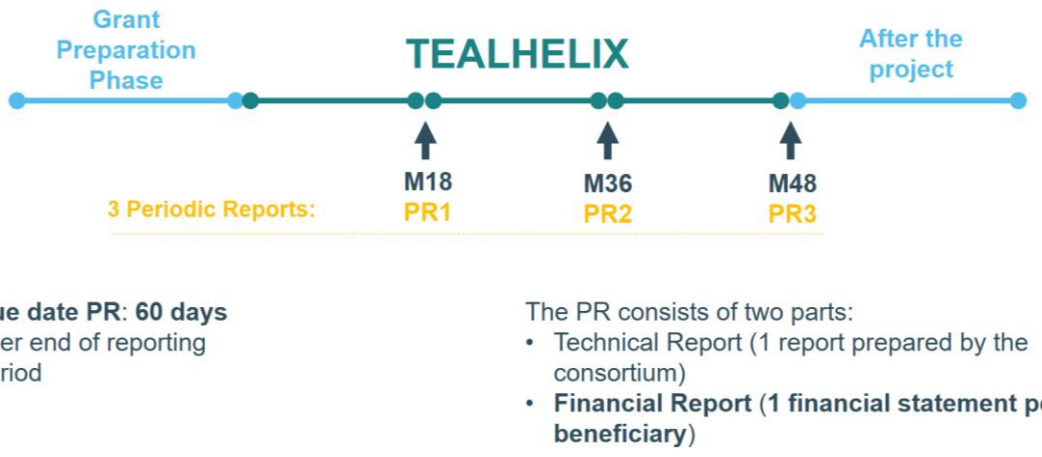
3.2.1 Internal project monitoring and control

Internal project monitoring and control consists of effective planning and oversight of work progress. Formal project control primarily occurs during regular internal progress meetings (General Assembly meetings) that are held every six months, involving representatives from all project partners. If needed, additional in person or online meetings can be arranged to discuss the progress.

3.2.2 Official EC periodic reporting

During the project, three formal Periodic Reports must be submitted to the European Research Executive Agency. The Coordination Team will provide the Consortium with detailed instructions on preparing and submitting the periodic financial report well in advance.

Figure 3: Official EC periodic reporting



The Periodic Reports include:

a) Periodic technical report (consists of an explanation of the work carried out, an overview of the progress towards the objectives of the action).

b) Periodic financial report (consists of an individual financial statement per Partner and an explanation of the use of resources).

Every Periodic Report needs to be submitted within 60 days after the end of each reporting period.

Figure 4: Periodic reporting Periods

Reporting and payment schedule (art 21, 22):

Reporting					Payments	
Reporting periods			Type	Deadline	Type	Deadline (time to pay)
RP No	Month from	Month to				
					Initial prefinancing	30 days from entry into force/10 days before starting date – whichever is the latest
1	1	18	Periodic report	60 days after end of reporting period	Interim payment	90 days from receiving periodic report
2	19	36	Periodic report	60 days after end of reporting period	Interim payment	90 days from receiving periodic report
3	37	48	Periodic report	60 days after end of reporting period	Final payment	90 days from receiving periodic report

Half-yearly scientific/technical progress project report

Every six months, Partners will submit internal progress reports to the Coordination team (except in the months we must deliver the periodic reporting to the REA). Internal progress reports consist of (1) technical progress of the project in relation to WP plans, deliverable submission and project milestones; (2) financial reports providing an overview of used budget and resources committed by all partners.

The Project Coordinator will provide additional details and request the submission of the technical progress report at least two weeks before the start of the next period. Partners are required to complete the technical progress report template and submit it to the Project Coordinator. The completed template must be returned no later than two weeks after the beginning of the subsequent period.

Table 9: Example template for the half-yearly technical progress report

Half yearly technical progress report	
Describe the contribution you made to WPs and specific tasks in the last 6 months (10 lines per WP maximum)	
WP1	
WP2	
WP3	
WP4	
WP5	
WP6	
WP7	
WP8	
Describe the contribution you foresee making over the next 6 months	
WP1	
WP2	
WP3	
WP4	
WP5	
WP6	
WP7	
WP8	
Describe any risks, challenges or problems you are encountering that can interfere with achieving project results or timely submission of deliverables	
WP1	
WP2	
WP3	
WP4	

WP5	
WP6	
WP7	
WP8	
Describe and justify any significant deviations from the Grant Agreement (the original work plan)	
WP Leaders only: Describe the plan for the forthcoming 6 months	
WP Leaders only: Describe the overall status of the WP (including indication of any risks, challenges or problems you are encountering).	

Half-yearly financial progress project report

A half-yearly financial progress reporting allows monitoring administrative and financial matters, and keeping track of the overall project budget. This internal reporting also serves as preparation for official reporting, helping to reduce administrative effort and streamline periodic reporting for the Consortium and the Financial and Legal Manager. Each Partner is required to submit their financial progress report, detailing at its best effort estimated costs incurred, at the end of each six-month period. When periodic reporting to the EC is due, as well as with the interim report of Month 12, reported cost must be actual. The report must be submitted no later than one month after the start of the subsequent period.

Table 10: Example template for the half-yearly financial report

Period X Financial Reporting	Total Granted Budget in GA	Realized in period X
Personnel (A)	Insert	Insert
Travel and subsistence	Insert	Insert
Other goods & services (C)	Insert	Insert
Equipment (D)	Insert	Insert
Subcontracting €	Insert	Insert
Indirect Cost (A+B+C+D)×0.25	Insert	Insert
Total	Insert	Insert
	Total allocated Person-months in GA	**Person-months used in Reporting Period X**
WP1		
WP2		
WP3		
WP4		
WP5		
WP6		
WP7		
WP8		

3.2.3 Risk management

Risk management focuses on minimizing factors that could hinder the achievement of project objectives. It will be carried out at all project levels, employing a consistent and systematic approach across consortium members to identify and assess risks, and define proactive measures to mitigate them. Risks are evaluated based on their potential impact on the project and the likelihood of occurrence, resulting in a severity rating for each identified risk. A Risk Register will be established where risks and/or contingency measures will be regularly logged, providing details of the owner and displaying a table with traffic light colours. A standing risk management agenda item will be included for EB meetings to ensure proactive risk management.

Responsibility for risk management is shared among Coordination Team members, in line with their respective roles. Identified risks are tracked in an internal ‘risk management’ report (see Table 11 below), which outlines risk monitoring activities, probabilities, potential impacts, mitigation strategies, and planned actions. These risks and the adopted management procedures will also be detailed in the periodic progress reports submitted to the European Research Executive Agency.

Table 11: Critical risks for implementation

Description of risk	WP	Proposed risk-mitigation measures
Changes in the project consortium (likelihood: low/ severity: high)	All	Foreseen obligations for consortium partners will allow identifying these changes as soon as it is needed to implement the fluent introduction of substitutes. The consortium currently has a list of potential partner institutions that could replace existing ones in the case of an unforeseen problem.
Changes in personnel (likelihood: medium/ severity: medium)	All	In case of changes in personnel, Partners will be asked to provide personnel of equivalent (or higher) qualifications and experience.
Delay(s) in the project timetable (likelihood: medium/ severity: medium)	All	We will closely monitor all deliverables and milestones and regularly assess possible risks or unexpected events. We will apply contingency plans that may include: (i) re-allocation of resources, (ii) parallel execution of tasks, (iii) re-scheduling of activities.
Lack of interest of stakeholders to participate in project activities (likelihood: low/ severity: high)	5, 6	Personalization and inclusion approach. Collaboration through dialogue and gamification tools (e.g., AI tools, Go-Green Hubs). Our engagement strategies will trigger interest and motivation. Finally, we will incorporate state-of-the-art behavioural insights findings to develop effective interventions tailored to our pilot countries' needs.
The reluctance of industry to adopt new approaches (likelihood: low/ severity: high)	5	Specific engagement strategies per area, per stakeholder groups. Engaging stakeholders in co-creation activities all levels of labelling solutions development. Targeted training programs and dissemination activities to enhance the motivation to adopt new approach and tools.
Low interest in the training programs (likelihood: low/ severity: high)	7	The training materials will be developed taking into account the needs of the stakeholders and will apply engaging interactive learning methods, case-based teaching and learning by doing.
Low uptake of the project results (likelihood: medium/ severity: high)	8	Strengthening the capabilities of stakeholders and developing guidelines/standards. Open-source tools. Wide dissemination activities, guidelines for scalability and replication.

3.2.4 Problem addressing and decision making

For conflicts or disputes involving one or more partners, the following steps will be taken in sequence to address the issue:

1. The Partner(s) involved will initially attempt to resolve the issue directly.
2. If unsuccessful, the Work Package (WP) Leader will be involved (if applicable).
3. If unsuccessful, the Project Coordinator will be involved into resolution.
4. If unresolved, the issue will be brought to the attention of the General Assembly.
5. Should all previous steps fail, the issue will be referred to the European Research Executive Agency.

Disputes following these steps will be mediated in English.

When conflicts or disagreements arise, the priority is to reach a mutual agreement. If that is not possible within a reasonable time, decisions can be made through a two-thirds majority vote of the Partners (to avoid operational deadlocks). If Partners in the minority strongly oppose the decision, the issue will be escalated to the higher management levels of the involved Partners. If higher management cannot resolve the issue, a Red-Flag Procedure will be used as a last resort. The conflict resolution process can be started by the General Assembly or Project Coordinator through a vote, which requires at least 50% of Partners to participate, either online or offline.

Partners will aim to settle disputes peacefully, including disagreements about the Consortium Agreement or its changes. If the issue is not resolved within 30 days of notifying the Project Coordinator, it will be referred to higher management (e.g., CEO or President), who will have another 30 days to negotiate in good faith. If no solution is found, any Partner may take the matter to the competent courts in Belgium. This agreement does not limit any partner’s right to request urgent legal action in any relevant court.

4. DELIVERABLE REVIEW AND QUALITY CHECK

All deliverables produced within TealHelix will undergo a dedicated quality control process, including an internal review. Deliverables must be submitted to reviewers at least 20 working days prior the delivery date. Each deliverable will be reviewed by at least two reviewers, usually one member of the coordination team + one knowledgeable reviewer from the consortium not directly involved in the deliverable). Reviewers will be assigned by the coordination team to ensure the deliverable meets the project's requirements. Once the quality control process has been completed, the deliverables will be internally approved for submission to the REA.

The review process for deliverables involves assessing the following aspects:

- **Content**: Ensuring the deliverable fulfils its objectives as outlined in the Description of Action (DoA).
- **Quality**: Verifying that the deliverable meets acceptable quality standards (as indicated in the DoA and based on the reviewer's judgment).
- **Consistency**: Performing a cross-check to ensure consistency and to verify that there are no contradictions or overlaps between different deliverables.
- **Accordance with the Timetable**: Confirming the delivery date aligns with the agreed schedule.
- **Presentation**: Checking compliance with the formatting guidelines, whether defined Word template is used, if all supporting documents are included in the Annexes etc.

Review Procedure:

1. **Initial Review**: Reviewers will evaluate the deliverable and note any deficiencies or remarks directly on the document using track changes and comments.
2. **Timeframe**: Reviewers are required to complete the quality check within 5 working days of receiving the deliverable.
3. **Revisions**: The Partner responsible for the deliverable must address the reviewers' comments and submit a revised version within 3 working days. Each partner is responsible for the quality of their deliverables and can choose whether to follow the reviewers' comments, assuming full responsibility for the outcomes of this decision.
4. **Final Submission**: The final version of the deliverable will be sent to the CT for a final review. Once approved, the deliverable will be submitted to the European Research Executive Agency and, for 'public' reports, made available on the project website.

Report template

All deliverables have to be prepared in the TealHelix Word report template provided in the D8.2 Dissemination and Communication Plan.

File naming

Deliverables will use a file name convention as follows:

- the deliverable number;
- the deliverable title.

For example: ‘D1.1.ProjectManagementPlan’.

Document history

All deliverables will contain document information, dissemination level, and document history tables (included in the TealHelix Word template for reports/deliverables, see D8.2 Dissemination and Communication Plan).

5. INTERNAL CONSORTIUM COMMUNICATION

5.1 Dissemination and communication rules and materials

All partners should be acquainted with and follow dissemination and communication rules and materials provided in D8.2 Dissemination and Communication Plan (e.g., detailed rules pertaining to the acknowledgment of EU funding, use of the project acronym and logo, project templates, general project power point presentation, and other materials).

5.2 Communication with EC

Communication with EC will exclusively involve the Project Coordinator, via the Participant Portal (formal & recorded) or email (informal). Partners are requested not to contact the Project Officer directly.

5.3 Email list and correspondence

To facilitate smooth search and archiving of correspondence, all email correspondence must be headed with 'TealHelix' in the title.

All partners are responsible for timely updates of their own contact persons, responsibilities, and email changes on SharePoint.

5.4 File sharing

All TealHelix files are shared on SharePoint. Partners are given free access to SharePoint and can download and upload documents to this directory.

Documents should be shared using SharePoint, not via email attachments.

5.5 External communication

External communication is outlined in D8.2 Dissemination and Communication Plan.

6. ETHICAL CONSIDERATIONS

The TealHelix project operates within the ethical and legal frameworks established under Horizon Europe and relevant EU legislation. We are committed to human dignity, fairness, and environmental sustainability in line with the **Charter of Fundamental Rights of the European Union**. Data security measures will be implemented, and research data and other research outputs will be managed according to FAIR (Findable, Accessible, Interoperable, and Re-usable data) principles following the **Guidelines on FAIR Data Management in Horizon 2020**. This includes strict compliance with rules on data protection, privacy, and respect of individuals. We also fully adhere to the **General Data Protection Regulation (GDPR),** ensuring that personal data are handled transparently and responsibly. Additionally, we follow the **European Code of Conduct for Research Integrity** to uphold ethical research practices in all our work.

The project involves a mix of quantitative and qualitative research methods, including studies with human participants and observations of public human activities. To safeguard ethical integrity, a dedicated **Integrity and Ethics Management task** (T1.3) has been established, ensuring ongoing oversight and guidance. This effort is supported by the appointment of an **Ethics Mentor**, who advises consortium members on identifying and addressing ethical challenges. Ethical approval processes are a cornerstone of the project, requiring all partners to secure clearance from institutional review boards or ethics committees before initiating data collection. Where internal ethics procedures are unavailable, partners collaborate with others to ensure compliance.

6.1 Ensuring ethics, privacy, and data protection

The ethical framework guiding the project prioritises the rights, well-being, and autonomy of participants. **Privacy** is central to this effort, with **GDPR** serving as the standard for data protection. The project employs measures such as **secure data storage, anonymisation, and transparent data** handling practices to safeguard personal information. Participants are informed about the purpose and scope of the research, their role in it, and the measures taken to ensure their privacy and data security.

6.2 Human participation: Voluntary and inclusive

Participation in the research is strictly **voluntary**, grounded in **informed consent**. The project emphasises **inclusivity in recruitment**, ensuring that diverse populations can contribute without fear of discrimination or undue burden. Special attention is given to **vulnerable groups**, taking care to avoid exacerbating any pre-existing vulnerabilities. Participants are given **clear, comprehensive information about the research**, including its goals, methods, potential risks, and anticipated benefits. They retain the right to **withdraw** from the study at any time without consequence, ensuring that their participation remains entirely free from coercion.

The sampling/recruitment methods will ensure no discriminatory practices are used biasing the studies. Unless necessarily needed and integral with the research question (e.g., studying youth in vulnerable situations), we will refrain from recruiting participants under 18. All data gathered will be anonymised or pseudonymised using data masking or tokenisation to minimise risks in case of any data/confidentiality breach.

6.3 Informed consent

Data from surveys, semi-structured interviews, and pilots will be gathered only upon participants' voluntary written or spoken and recorded informed consent. To request consent, we will ensure that

an appropriate level of information is provided and the information is communicated in relevant languages. This information will lay out implications of participation and will enable a fully informed, considered, and freely given decision about participation, without any pressure or coercion. All participants will be provided with an informed consent form and information sheets with clear:

- Unambiguous and jargon-free language enabling them to understand the research objectives, methodology, and implications in full.
- Statements informing them about the voluntary nature of participation and their rights to withdraw at any time without any consequences.
- Descriptions of the data collection, storage, and destruction methods.
- Statement about their rights to anonymity.

Consent forms will need to be tailored to specific project activities (e.g., surveys, interviews, pilot implementations, and knowledge-sharing events), ensuring clarity on scope, purpose, potential risks, and benefits. We will also periodically review and revise consent processes to accommodate updates in project scope, data handling practices, or regulatory requirements.

6.4 Personal data

TealHelix will collect, process and store data such as names, gender, images, contact and place of residence, videos, and recordings gathered from WPs activities, including through surveys, interviews, stakeholder engagement events, and other research activities, as well as from participants attending workshops. However, data collection and processing are restricted to the minimum necessary for the intended purposes, preventing unwarranted data accumulation and preserving data relevance. Security measures include encryption, anonymisation, and the use of secure systems to prevent unauthorised access or breaches. Furthermore, anonymised datasets may be shared in open-science repositories to foster broader research opportunities while safeguarding participant confidentiality.

6.5 Protecting personal data

Personal data protection is a fundamental priority. The project adheres to **GDPR principles**, collecting data only when necessary and under a lawful basis, such as explicit consent. Data handling practices emphasise **transparency**, ensuring that participants understand how their data will be used and protected. Data Protection principles encompass the critical aspects of lawfulness, fairness and transparency, accuracy, purpose limitation, data minimisation, storage limitation, and data security, including integrity and confidentiality. All data collected will comply with the regulation (EU) 2016/679 (GDPR). The institutional Data Protection Officers of the partners will provide advice for data policy implementation, access, and data breach. The partners will use state-of-the-art technologies for secure storage, delivery, and access of data, as well as management of the access rights. The collection of, and access to, personal data will be limited to researchers in charge of their acquisition and processing, and to those parties who can demonstrate a legitimate use under Art. 6 of the GDPR Regulation. Data will be treated in strict confidence. Physical data will be stored under lock-and-key and digital data will be password protected. Only relevant team members will have these passwords and physical keys. Socio-demographic data such as gender, ethnicity, religious affiliation, migration status, and sexual orientation may also be gathered. Data gathered will be anonymised or pseudonymised using data masking or tokenisation to minimise risks in case of any data/confidentiality breach. Data will be anonymised before being uploaded to the project data repository. Due to the research, some participants may be identifiable despite efforts to ensure anonymity. Where there is such a possibility, participants will be shown sections of the transcript and/or the report to ensure they are satisfied that no undue risks are being taken. This data is

collected to inform the analysis, and data will be coded to indicate the identity affiliations of respondents.

The project will guarantee the proper use of data collected as detailed in D1.2 Data Management Plan (DMP) containing detailed information on the procedures that will be implemented for data collection, storage, protection, retention, and destruction as well as confirmation that they comply with national and EU legislation.

6.6 Conflict of interest

The consortium will use all reasonable efforts to ensure that there is no conflict of interests regarding any party involved in the project. It will also ensure that no discrimination will occur for reasons involving economic interest, political, national, ethnic, family, emotional ties, or any shared interest. We will use all reasonable efforts to ensure that all parties sign agreements to ensure confidentiality, non-conflict of interest, and anti-compete terms. This will extend to the external Advisory Board members. Any situation constituting or likely to lead to a conflict of interest during the implementation of the project will be notified to the Research Executive Agency (REA) Project Officer in writing without delay. The partners will immediately take all the necessary steps to prevent and rectify this situation. If during the project implementation, new or complex ethical challenges arise unexpectedly, the Ethics Mentor will get involved and/or an advisory board will be established with experts external to the project and to the partners, totally independent and free from any conflict of interest (documented through declarations) to work with them regularly throughout the project.

6.7 Confidentiality

According to the Grant and Consortium Agreement, the partners commit to non-disclosure of confidential information, for a period of 5 years after the final payment of the REA. Additionally, we will use NDAs to manage confidentiality aspects related to disclosure to third parties of innovations and confidential information related commercial and marketing practices.

All information which is disclosed during the project, and which has been explicitly marked as “confidential” or “sensitive”, or in case of verbal disclosure orally has been confirmed and designated in writing within 15 calendar days from oral as confidential information.

The distribution of confidential Information shall take place on a strict need-to-know basis. The recipient will not use any confidential information for purposes other than those for which it was specifically disclosed, and further will not disclose such confidential information to any third party without obtaining prior written consent from the disclosing partner. The receiving entity commits to return to the disclosing entity, or destroy, on request all confidential information that has been disclosed. In case of any unauthorised disclosure, misappropriation, or misuse of confidential information, the recipient shall promptly inform by written notice the relevant disclosing partner as soon as they become aware of such unauthorised disclosure, misappropriation, or misuse.

6.8 A comprehensive ethical approach

The project extends its ethical commitment through additional practices. A thorough cost-benefit analysis ensures that the benefits of research — both societal and scientific — outweigh any potential risks to participants. Efforts are made to distribute these benefits and burdens equitably, creating opportunities for all, especially those in vulnerable situations. Transparency is paramount, with the project avoiding deception except in rare cases where it is ethically justified and approved by oversight bodies.

Transparency also acts as a guiding principle for all TealHelix research activities. As a rule, project partners will make anonymized datasets, analysis scripts, and research materials openly available.

Especially for hypothesis-testing research activities, project partners will preregister their hypotheses, study designs, and analysis strategies before data collection (e.g., on the Open Science Framework). Research results will be reported in a transparent and unbiased way and project partners will explicitly distinguish between exploratory research and confirmatory (hypothesis-testing) research.

By embedding these robust ethical, privacy, and data protection measures into every aspect of its work, the project exemplifies a forward-thinking and inclusive approach to research. This commitment not only ensures compliance with legal and regulatory standards but also fosters trust, collaboration, and meaningful contributions from participants and stakeholders alike.

6.9 Compliance with ethical principles and relevant legislations

Ethics approval and clearance for all activities will be obtained from the respective universities' Ethics Committees and submitted to the REA. The required evidence, deliverables, approvals, and policies will be provided to the REA for their Ethics Screening or Ethics Assessment. Additionally, the project team will comply with any requests for ethics checks or audits conducted by the REA.

All project activities will adhere to international, EU, and national ethical principles, legislation, and processes, including but not limited to:

- The Charter of Fundamental Rights of the European Union (2000/C 364/01).
- The European Convention on Human Rights (amended by Protocols Nos. 11 and 14.)
- General Data Protection Regulation (EU) 2016/6795 of the European Parliament and of the Council of 27 April 2016 on the protection of natural persons concerning the processing and free movement of personal data. All participants will be informed of their legally enforceable rights under Regulation (EC) No 45/2001, such as the right to access, rectify, block, or erase personal data held by EU institutions and bodies including relevant legislation such as the Data Protection Act 2018 of the UK.
- Ethics data protection dynamic decision tree.
- Guidelines, Recommendations and Best Practices, European Data Protection Board.
- EU Directive 2002/58/EC of the European Parliament and of the Council of 12 July 2002 concerning the processing of personal data and the protection of privacy in the electronic communications sector (Directive on privacy and electronic communications).
- EU Directive 2006/24/EC of 15 March 2006 on the retention of data generated or processed in connection with the provision of publicly available electronic communications services or of public communications networks.
- EU Directive 2006/25/EC of the European Parliament and of the Council of 5 April 2006 on the minimum health and safety requirements regarding the exposure of the workers to risks arising from physical agents (OJ L 114, 27.4.2006, p.38).
- The European Charter for Researchers and a Code of Conduct for the Recruitment of Researchers.
- The Code of Practice on Research Ethics of the beneficiaries involved.
- Code of Practice for the Safety of Social Researchers.

6.10 Research integrity and oversight

In addition to ethical compliance, the project team will follow the **European Code of Conduct for Research Integrity (ECCRI)**, developed by ALLEA and the ESF, to prevent research misconduct such as fabrication, falsification, plagiarism, and other unethical practices. This aligns with applicable international, EU, and national laws, emphasising the following principles:

- **Reliability**: Ensuring high research quality through robust design, methodology, analysis, and resource utilisation.
- **Honesty**: Conducting, reviewing, reporting, and communicating research transparently, fairly, comprehensively, and without bias.
- **Respect**: Valuing colleagues, research participants, subjects, society, ecosystems, cultural heritage, and the environment.
- **Accountability**: Taking responsibility for all research stages — from conception to publication — its management, organisation, training, supervision, mentoring, and broader societal impacts.

Project partners will ensure that all personnel involved in research adhere to good practices and avoid violations of research integrity. **Project management will provide continuous supervision** to ensure compliance with ALLEA-defined contexts for research integrity, including:

- Research Environment.
- Training, Supervision, and Mentoring.
- Research Procedures.
- Safeguards.
- Data Practices and Management.
- Collaborative Working.
- Publication and Dissemination.
- Reviewing, Evaluating, and Editing.

By incorporating these ethical and research integrity standards, the project ensures responsible and high-quality research conduct across all activities.

7. FINANCIAL GUIDELINES

The goal of this part of the Project Management Plan is to summarize the key points about the EC financial guidelines. These guidelines give a basic overview of the financial rules for projects. They are not exhaustive but include useful practices and common examples. Partners are strongly advised to read Indicative Audit Programme for Horizon Europe with details on audits and requirements for reporting and documentation https://ec.europa.eu/info/funding-tenders/opportunities/docs/2021-2027/common/guidance/indicative-audit-programme_en.pdf

Contact person for all financial questions is Lotte Peers: lotte.peers@kuleuven.be.

More information on the financial rules for Horizon Europe projects can be found:

- Webinar: EC – Legal and Financial aspects (YouTube)
- Webinar: EC Info Day on Grant Agreement Preparation: Legal and financial aspects (YouTube)
- Webinar: EC Info Day on Grant Management (YouTube)
- Annotated Model Grant Agreement (AMGA)
- Model Grant Agreement (MGA)

7.1 General information

EC Contribution: 6,500,000.00 €

Excl. USG: 457,968.75 €

7.2 Payment schedule

Prefinancing of 53.33% at start date.

Deduction of 5% for the Mutual Insurance Fund.

Net prefinancing = 48.55% (After deduction of 5% for the Mutual Insurance Fund).

Interim payment 1 after Reporting Period (RP)1.

Interim payment 2 after RP2.

Payments during the project lifetime topped at 85% of the maximum funding.

Remaining 10% + 5% Mutual Insurance Fund released at the final payment.

Figure 5: Payment Schedule and Periodic Reports (PR)

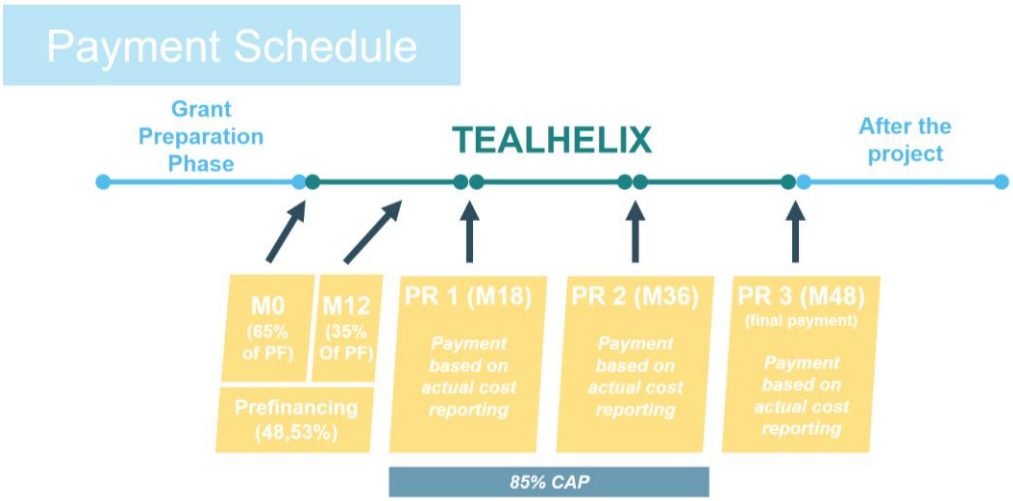
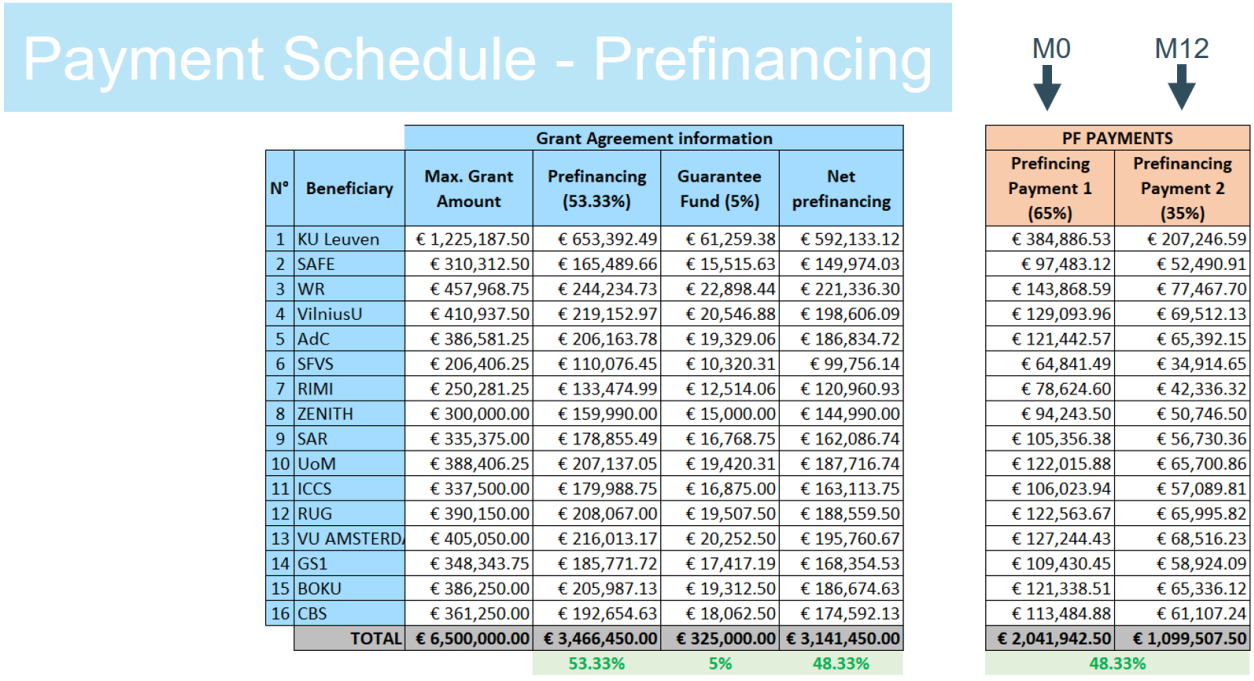


Figure 6: Payment Schedule - Prefinancing



		Grant Agreement information				PF PAYMENTS	
N°	Beneficiary	Max. Grant Amount	Prefinancing (53.33%)	Guarantee Fund (5%)	Net prefinancing	Prefincing Payment 1 (65%)	Prefinancing Payment 2 (35%)
1	KU Leuven	€ 1,225,187.50	€ 653,392.49	€ 61,259.38	€ 592,133.12	€ 384,886.53	€ 207,246.59
2	SAFE	€ 310,312.50	€ 165,489.66	€ 15,515.63	€ 149,974.03	€ 97,483.12	€ 52,490.91
3	WR	€ 457,968.75	€ 244,234.73	€ 22,898.44	€ 221,336.30	€ 143,868.59	€ 77,467.70
4	VilniusU	€ 410,937.50	€ 219,152.97	€ 20,546.88	€ 198,606.09	€ 129,093.96	€ 69,512.13
5	AdC	€ 386,581.25	€ 206,163.78	€ 19,329.06	€ 186,834.72	€ 121,442.57	€ 65,392.15
6	SFVS	€ 206,406.25	€ 110,076.45	€ 10,320.31	€ 99,756.14	€ 64,841.49	€ 34,914.65
7	RIMI	€ 250,281.25	€ 133,474.99	€ 12,514.06	€ 120,960.93	€ 78,624.60	€ 42,336.32
8	ZENITH	€ 300,000.00	€ 159,990.00	€ 15,000.00	€ 144,990.00	€ 94,243.50	€ 50,746.50
9	SAR	€ 335,375.00	€ 178,855.49	€ 16,768.75	€ 162,086.74	€ 105,356.38	€ 56,730.36
10	UoM	€ 388,406.25	€ 207,137.05	€ 19,420.31	€ 187,716.74	€ 122,015.88	€ 65,700.86
11	ICCS	€ 337,500.00	€ 179,988.75	€ 16,875.00	€ 163,113.75	€ 106,023.94	€ 57,089.81
12	RUG	€ 390,150.00	€ 208,067.00	€ 19,507.50	€ 188,559.50	€ 122,563.67	€ 65,995.82
13	VU AMSTERD/	€ 405,050.00	€ 216,013.17	€ 20,252.50	€ 195,760.67	€ 127,244.43	€ 68,516.23
14	GS1	€ 348,343.75	€ 185,771.72	€ 17,417.19	€ 168,354.53	€ 109,430.45	€ 58,924.09
15	BOKU	€ 386,250.00	€ 205,987.13	€ 19,312.50	€ 186,674.63	€ 121,338.51	€ 65,336.12
16	CBS	€ 361,250.00	€ 192,654.63	€ 18,062.50	€ 174,592.13	€ 113,484.88	€ 61,107.24
	TOTAL	€ 6,500,000.00	€ 3,466,450.00	€ 325,000.00	€ 3,141,450.00	€ 2,041,942.50	€ 1,099,507.50
			53.33%	5%	48.33%	48.33%	

7.3 Costs eligibility

General conditions for costs to be eligible (see AMGA article 6):

a) They must be actually incurred by the beneficiary.

b) They must be incurred in the period set out in Article 4 (with the exception of costs relating to the submission of the final periodic report, which may be incurred afterwards; see Article 21).

c) They must be declared under one of the budget categories set out in the Grant Agreement on cost eligibility (see Article 6.2 and Annex 2).

d) They must be incurred in connection with the action as described in the Grant Agreement on cost eligibility (see Annex 1) and necessary for its implementation.

e) They must be identifiable and verifiable, in particular recorded in the beneficiary's accounts in accordance with the accounting standards applicable in the country where the beneficiary is established and with the beneficiary's usual cost accounting practices.

f) They must comply with the applicable national law on taxes, labour and social security.

g) They must be reasonable, justified and must comply with the principle of sound financial management, in particular regarding economy and efficiency.

Non-eligible costs (see AMGA article 6)

Ineligible costs are:

a) costs that do not comply with the conditions set out above (Article 6.1 to 6.4), in particular:
    a. costs related to return on capital;
    b. debt and debt service charges;
    c. provisions for future losses or debts;
    d. interest owed;
    e. doubtful debts;
    f. currency exchange losses;
    g. bank costs charged by the beneficiary's bank for transfers from the Agency;
    h. excessive or reckless expenditure;
    i. deductible VAT;
    j. costs incurred during suspension of the implementation of the action (see Article 31);

b) costs declared under another EU or Euratom grant (including grants awarded by a Member State and financed by the EU or Euratom budget and grants awarded by bodies other than the Agency for the purpose of implementing the EU or Euratom budget); in particular, indirect costs if the beneficiary is already receiving an operating grant financed by the EU or Euratom budget in the same period, unless they can demonstrate that the operating grant does not cover any costs of the action.

VAT (see AMGA article 6.3)

- deductible or refundable VAT: ineligible;
- non-deductible VAT: eligible;
- non-refundable VAT: eligible.

VAT is considered 'not recoverable' if it is not deductible or refundable under the applicable national VAT system.

Re-allocation of budget:

Personnel versus other direct costs: Budget transfers between cost categories are allowed as long as the work is carried out as foreseen in the DoA and transfers can be duly justified as deviations in the periodic report. Extensive shifts could require an amendment to the Grant Agreement. In case a partner wants to make a transfer, it is important to inform the Financial Project Manager, to enable the Coordination Team to keep a record of the budget shifts. Large transfers must be discussed with

the EC in advance, together with the Coordinator. The EC's project officer will evaluate whether an amendment to the Grant Agreement is needed to accept the budget transfer.

Direct costs versus indirect costs: No shifts between both cost categories are possible, since a party's indirect costs are automatically calculated as a 25% flat share on their reported and accepted by the EC direct costs.

Exchange rate

The financial statements must be drafted in euro.

Beneficiaries with general accounts established in a currency other than the euro must convert the costs recorded in their accounts into euro, at the average of the daily exchange rates published in the C series of the Official Journal of the European Union (ECB website https://www.ecb.europa.eu/home/html/index.en.html), calculated over the corresponding reporting period.

If no daily euro exchange rate is published in the Official Journal for the currency in question, they must be converted at the average of the monthly accounting exchange rates published on the European Commission website (InforEuro), calculated over the corresponding reporting period.

Beneficiaries with general accounts in euro must convert costs incurred in another currency into euro according to their usual accounting practices.

7.4 Cost declaration

7.4.1 Direct costs

Direct costs are costs that are directly linked to the action implementation and can therefore be attributed to it directly:

- Personnel costs (staff costs).
- Subcontracting.
- Purchase costs.
  - Travel.
  - Other goods, works & services.
  - Equipment (depreciation).
- Other costs: i.a. Internally invoiced goods and services.

Personnel (see AMGA p. 44)

Under employment contract (or equivalent).

Calculation of personnel costs for the financial report, see AMGA:

- daily rate × number of days worked on the project
- daily rate = actual annual cost divided by 215 days

Report on person months per WP in each periodic report

Record keeping: two options

- Keep timesheets (electronic or on paper). Timesheets are not mandatory unless they are considered a standard practice of the beneficiary;
- Otherwise, a monthly declaration, signed by the person and the supervisor is required (template EC optional).

Figure 7: Personnel

A.1 EMPLOYEES (OR EQUIVALENT)

- For your personnel working under an **employment contract** (or **equivalent appointing act**, e.g. for civil servants) and assigned to the action.

Three cases:

- ✓ Employees with a fixed salary
- ✓ Employees whose remuneration increases when working in projects (‘**project-based remuneration**’)
- ✓ Employees of a beneficiary whose usual cost accounting practice is to calculate average personnel costs (‘**average personnel costs**’)

A.2 PERSONS UNDER DIRECT CONTRACT & A.3 SECONDED PERSONS AGAINST PAYMENT

- A.2 Costs for natural persons working under a **direct contract other than an employment contract** (e.g. in-house consultants)
- A.3 costs for seconded persons **by a third party against payment.**

i. work under conditions similar to those of an employee

ii. the result of the work belongs to the beneficiary

A.4 SME OWNERS AND NATURAL PERSON BENEFICIARIES

- Costs for SME owners (i.e. **owners** of beneficiaries that are small and medium-sized enterprises **not receiving a salary**) or
- Costs for **natural person beneficiaries** (i.e. beneficiaries that are natural persons not receiving a salary)

European Commission

Figure 8: EC time recording template

Project: [insert number] — [insert acronym] — [insert call identifier]

EU Grants: Time declaration: V1.2 – 15.04.2024

EU GRANTS DECLARATION OF DAYS WORKED ON A PROJECT *To be kept on file in case of audits.*	YEAR:	

Project acronym:		Project number:	
Participant name:			
Name of the person:		Type of personnel: (employee/ natural person under direct contract/ seconded/ other)	

Month	Days worked in the action[1] (e.g.15; 7,5; 0,5; 0,25)	Work Packages worked on (e.g. WP2; WP5)	Date and signature of the person	Name, date and signature of the supervisor
January			Signature: Date:	Name: Signature: Date:
February			Signature: Date:	Name: Signature: Date:
March			Signature: Date:	Name: Signature: Date:
April			Signature: Date:	Name: Signature: Date:
May			Signature: Date:	Name: Signature: Date:
June			Signature: Date:	Name: Signature: Date:
			Signature:	Name:

Figure 9: Personnel Costs: calculation (1)

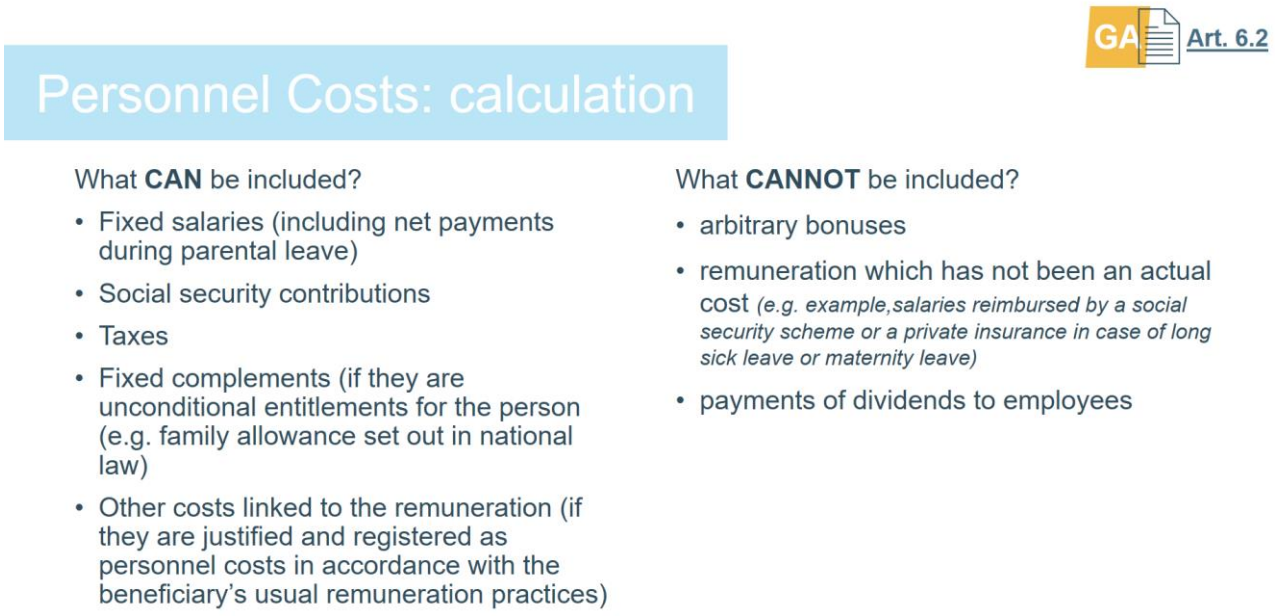
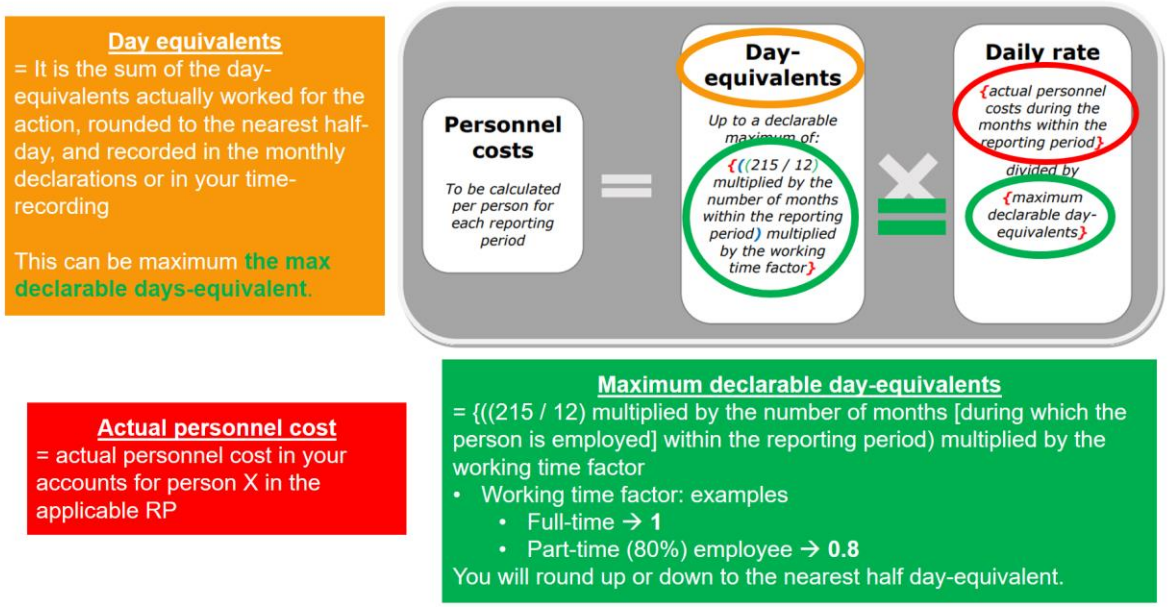


Figure 10: Personnel Costs: calculation (2)



Please consult AMGA Art. 6 for more information on calculating personnel costs and many specific examples, of how to. deal with:

- Working time factor changes for the person during the reporting period.
- Parental leave.
- Several parallel or sequential contracts.
- Project-based remuneration.
- End-of-contract indemnities during the action.

Subcontracting

Subcontracting refers to contracts for goods, works or services that are part of the action tasks (as described in Annex 1).

Cost and task described in Annex 1 & included in Annex 2.

Only a limited part of the action can be subcontracted.

Best value for money/lowest price (business conditions).

Absence of conflict of interest.

Responsibility lies with the beneficiary (proper quality, timely delivery, etc.).

If not included in GA upon signature - subcontracting can be added later upon EC's approval via:

- GA Amendment (recommended).
- Or, simplified approval procedure (i.e. beneficiary flags the subcontracting at reporting stage):
    - Allowed if the use of subcontracting does not entail changes to the Agreement which would call into question the decision awarding the grant or breach the principle of equal treatment of applicants
    - ! Beneficiary bears the risk of rejection of costs.

Subcontracting between beneficiaries is not allowed.

Subcontracting to affiliates is generally not allowed either.

Purchase costs

Purchases refer to contracts for goods, works or services needed to carry out the action (e.g. equipment, consumables and supplies) but which are not part of the action tasks.

Described in the Grant Agreement Annex 1 Table 3.1h for Beneficiaries whose Purchase costs > 15% of personnel costs.

If reported Purchase costs > 15% of personnel costs - fill out Use of Resources in the financial statement.

C.1 Travel

Travels for which costs are claimed must be necessary for the action. Proof of travel and participation needs to be kept, as well as original receipts of all costs incurred.

C.2 Equipment

! Depreciation rules according to your organization

% of use for the project

C.3 Other goods, works & services

Consumables & supplies

Dissemination, exploitation and communication costs

Costs for CFS is also eligible under this category (WR & KUL)

Internally invoiced purchases

Described in Annex 1

= goods or services which are provided within the beneficiary's organisation directly for the action and which the beneficiary values based on its usual cost accounting practices.

Excluded from indirect cost calculations

Must be declared as unit costs in accordance with usual cost accounting practices

Responsibility lies with the beneficiary.

Table 12. The differences between subcontracts and purchases

Subcontracts	Purchases
Subcontracts concern the implementation of 'action tasks' described in Annex 1.	Purchases concern any other contracting cost (travel, equipment, goods, works and services) that are necessary for the beneficiaries to implement the work (can range from big equipment to petty goods) but do not constitute by themselves an action task described in Annex 1.
The price for the subcontracts will be declared as 'Subcontracting costs' in the financial statement.	The price for these contracts will be declared in one of the 'Purchase costs' columns in the financial statement.

Example (subcontracts): Subcontract to organise a conference that is set as part of the tasks in Annex 1.

Example (purchases): Contract for an audit certificate on the financial statements; contract for the translation of documents; contract for the publication of brochures; contract for the creation of a website that enables the beneficiaries to work together (if creating the website is just a project management tool and not a separate subcontracted 'action task'); contract for organisation of the rooms and catering for a meeting (if the organisation of the meeting is not a separate subcontracted 'action task'); contract for hiring IPR consultants/agents needed for the project.

The same kind of items (e.g. writing materials) can qualify as purchases in one action (simple consumables for the implementation of the action), but as subcontracting in another (e.g. if it is an action task to acquire writing materials for a school).

7.4.2 Indirect costs

Flat rate 25% on personnel and purchase costs (not subcontracting, not internally invoiced goods and services). These costs do not need to be declared as actual costs nor any supporting document is needed for claiming them.

Calculated automatically in the Financial Statement.

7.5 EC reviews and audits

Reviews by external experts appointed by the EC.

The granting authority may — during the action or afterwards — check the proper implementation of the action and compliance with the obligations under the Agreement, including assessing costs and contributions, deliverables and reports.

The granting authority may carry out audits on the proper implementation of the action and compliance with the obligations under the Agreement.

Possible up to two years after final payment.

7.6 Obligations after project end

Standard time-limits after project end:

- Confidentiality obligations in relation to the project's confidential information are active until 5 years after final payment.
- Record-keeping (for 5 years after final payment).
- Reviews. The granting authority may carry out reviews on the proper implementation of the action and compliance with the obligations under the Agreement (general project reviews or specific issues reviews). Such project reviews may be started during the implementation of the action and up to 2 years after final payment.
- Audits (up to 2 years after final payment).
- Extension of findings from other grants to this grant (no later than 2 years after final payment).
- Impact evaluation. The granting authority may carry out impact evaluations of the action, measured against the objectives and indicators of the EU programme funding the grant. Such evaluations may be started during implementation of the action and up to 5 years after final payment.