PROJECT MANAGEMENT HANDBOOK

D1.2: Project management handbook for quality control

WP1. Project management, First version – M3

Authors

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Project Management Handbook

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Table 1. Revision History

Version	Date	Summary of Changes	Changes marked
Month 3 v 1.0	30 December 2020	First version	

Executive summary

The purpose of this deliverable is to define the Consortium operating procedures and strategies, providing a summarization of the relevant knowledge necessary to secure the proper implementation of the project.

The present Project Management Handbook will be constantly updated (until the end of the project) by the UVT team in order to extend and clarify the possible issues or changes in the project management and procedures.

This document uses as a basis the terms and conditions defined in: the EU Grant Agreement (GA), the Description of the action (DoA) and the Consortium Agreement (CA).

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1. Introduction

1.1 Purpose

The main purpose of the LEARNVUL Project Management Handbook is to offer a quick overview of the most important managerial and procedural aspects of the project. By setting rules, principles and responsibilities for the consortium members, this handbook aims to define key aspects and ensure a good quality, scrutiny and progress in the required day-to-day activities.

Another important purpose of the present handbook is that of being a reference source for the consortium members, providing a summary of the relevant knowledge required to secure a proper implementation of the project.

The information addressed is: presenting the agreed procedures to management structure and strategy; clarifying the legal and financial aspects; providing a description of the work plan and the deliverables; project reporting; internal and external policy of communication; templates to be used; potential problem areas and proposed solutions; dissemination.

This document is a dynamic guideline that can be modified according to the project needs. Which means that, when necessary, the document can be constantly updated until the end of the project (First version – M3, Final version – M32) in order to extend and clarify the possible issues or changes in the project management and procedures. The involved partners will be consulted and notified each time the document needs modification.

1.2 Abbreviations list

Below, is presented a list of abbreviations and acronyms used in order to elaborate the present handbook.

Abbreviation/Acronym	Meaning
EC	European Commission
H2020	Horizon 2020
GA	Grant Agreement
CA	Consortium Agreement
CSA	Coordination and support action
DoA	Annex I-Description of the Action
PO	Project Officer
PC	Project Coordinator
PU	Public
REA	Represented by Head of Unit
TC	Technical Coordinator
GAs	General Assembly
WP	Work Package
WPL	Work Package Leader

1.3 General project information

General information and technical references regarding the current project are presented below (Table 2). Also, the list of Project Participants included in the Grant Agreement and in the Consortium Agreement are listed in Table 3.

Table 2. Technical references

Title	Learning in Emotionally Vulnerable People
Acronym	LEARNVUL
Grant Agreement No.	952464
Founding Program	HORIZON 2020 - H2020-WIDESPREAD-2020-05-TWINNING GRANT „LEARNING IN EMOTIONALLY VULNERABLE PEOPLE"
Budget	€ 900 000
Funding scheme	CSA
Project start date	1 October 2020
End date	30 September 2023
Duration of the project	36 months
Deliverable No.	D1.3: Project management handbook for quality control, First version – M3
Dissemination level	PU
Work Package	WP1. Project management

Table 3. Project participants

	Coordinator	Partner 1	Partner 2
Name	West University of Timisoara	University of Milan-Bicocca	Ghent University
Short name	UVT	UNIMIB	UGENT
Country	Romania	Italy	Belgium
Contact info	Florin Alin Sava florin.sava@e-uvt.ro	Marco Perugini marco.perugini@unimib.it	Jan De Houwer Jan.DeHouwer@ugent.be

1.4 Legal aspects

1.4.1 Grant Agreement

Grant Agreement with the EC: Grant Agreement No. 952464.

The core contractual document is signed between the EU (REA, represented by Head of Unit) and the Coordinator of the project (dr. Florin Alin Sava, UVT). Also, all beneficiaries have become individual contract

partners with the commission by signing the Accession Forms, which define the rights and obligations of the Consortium regarding the EC.

The Grant Agreement forms the legal basis for the implementation of the project and it includes the following annexes:

- o Terms and Conditions (this is the core contract);
- o Annex 1 Description of the action (DoA);
- o Annex 2 Estimated budget for the action;
- o Other relevant annexes.

1.4.2 Consortium Agreement

Unlike the Grant Agreement which is signed between the EU and the partners, The Consortium Agreement is signed between the partners themselves.

Accordingly, the Consortium Agreement can be considered the internal contract of consortium partners and it provides specific and relevant information about: financial issues, payments, management, decision taking mechanisms, conflict resolution, intellectual property rights and liability.

In cases of disparities and unclear situations, the Consortium Agreement is overruled by the Grant Agreement.

The project Consortium Agreement will be also available for all partners in the project Website (https://h2020learnvul.uvt.ro/, using the Consortium button from the menu list).

1.4.3 Amendments

An amendment to a GA is a legal act which allows the Consortium to modify the commitments stated in the GA, during its lifetime. In consequence, these changes may create new rights or impose new obligations on the parties. As a basic condition, it is specified that „ the GA may be amended, unless the amendment entails changes to the GA which would call into question the decision awarding the grant or breach the principle of equal treatment of applicants."

In the process of implementing the project, some special circumstances may arise when a request for GA amendment might be more than reasonable.

A request to the EU for an GA amendment can be submitted by the Consortium (Coordinator or Partners) or the REA, but it is recommended to Consult REA Project Officer in advance, before officially launching the GA amendment.

Reasons may vary, but they could include: changes of partner(s), change of legal entity, changes in the budget, changes in the DoA. Below is presented an example of amendment overview (Table 4).

Table 4. Amendment overview

Transfers and re-allocation	Amendment needed?
Budget from one beneficiary to another	**NO**
Budget from one budget category to another	**NO**
Addition/removal of tasks in Annex 1 Re-allocation of tasks in Annex 1	**YES**
Transfers between different forms of costs (actual costs, unit costs, etc.)	**YES** if no budget was foreseen for the 'form of cost' receiving the transfer
New subcontracts, new in-kind contributions	**YES** (strongly advised)

2. Management structure

2.1. Project organizational structure
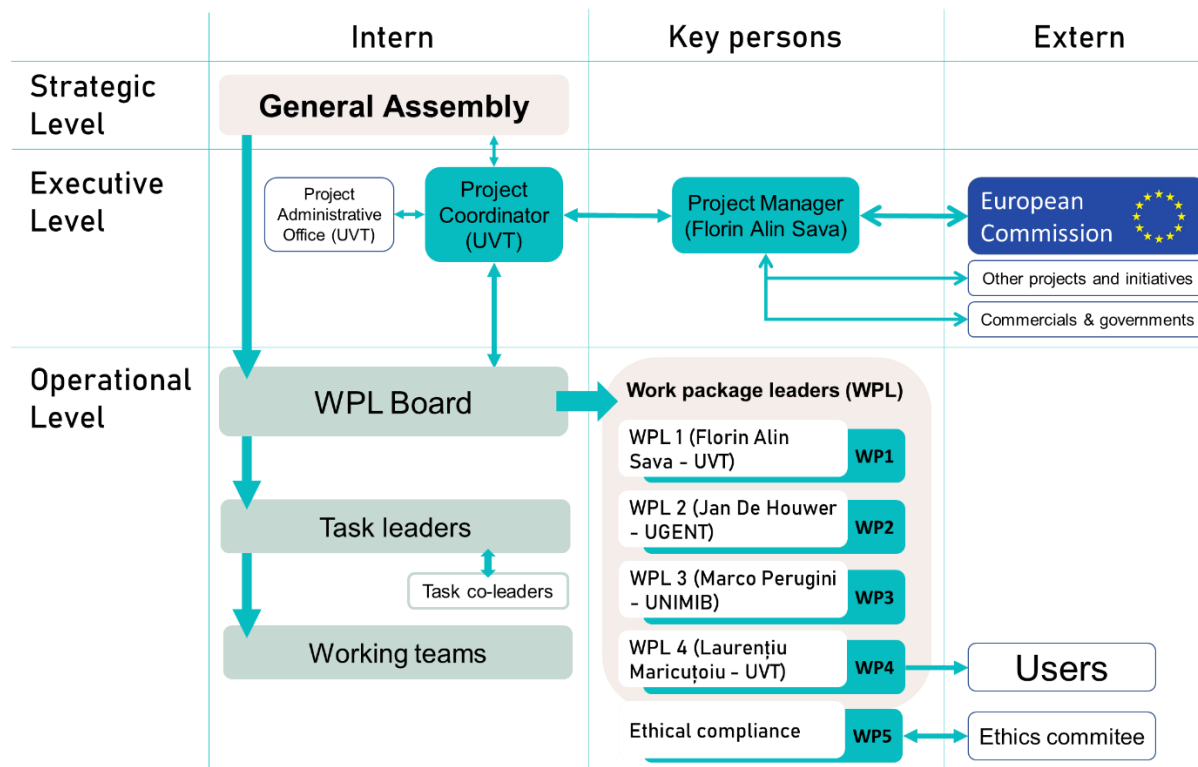
2.2. Roles and responsibilities

General assembly

The *General Assembly* (GA) is the highest project authority and decision-making entity within the project for all vital technical and financial issues. The GA consists of one team representative per partner and is chaired by the Project Coordinator (PC). Each partner has one vote for all decisions. The procedures regulating the GA decision making process will be established during the first GA meeting. The responsibilities of the GA, as steering board of the project, encompass: monitoring the project progress (e.g. objectives, schedule, milestones) and costs, approving the implementation plan, setting the overall policy, handling budget-related matters, (re)structuring activities and revising the project plan, approving project deliverables and results, deciding on priorities, assuring the resolution of all important open questions, resolving conflict, reviewing the project general activities on a periodic basis, preparing any contractual changes, aiding the PC to achieve the planned results, providing strategic guidance, approving the exploitation, dissemination, and communication plans.

Project coordinator, project manager and project Administrative Office

The *Project Coordinator* (PC), UVT, will have the responsibilities to coordinate the project implementation; consider all day-to-day organisational, legal, financial and technical aspects of the project in concordance with the work plan; evaluate progress reports; organise GA meetings, providing agendas and minutes; chair project meetings; assure regular contacts with partners; issue recommendations and guidelines to task leaders; engage in dissemination of project results through professional channels; ensure that contractual commitments are met within set budget and timeframe; identify and employ corrective actions if deviations from the work plan occur; liaise with EC and manage

periodic EC reporting; prepare and coordinate meetings. The PC will be represented by the Project Manager (PM), Florin Alin Sava, Ph.D. The PC will be aided by a Project Administrative Office (PAO), consisting of regular administrative offices from the PMs organisation. Administrative Office will include a financial administrator, legal/financial advisor(s) and logistics assistant. The PAO will provide assistance regarding financial management, reporting consolidation, guidance for EC procedures, and knowledge management.

Work package leader

Work package leaders (WPL) are responsible for WP co-ordination. Each WP has an assigned WPL which is responsible for organizing, coordinating, and execution of the work within said WP. More specifically, WPLs have the following responsibilities: liaison with task responsible regarding their technical work; evaluate WP deliverables; achieve the WP results respecting the set timeframe and allocated resources; submit deliverables to the PC in a timely manner; maintain a detailed work plan; organize and chair the WP level meetings; provide assistance with the technical audit and periodical reports. WPLs have been chosen on the basis of managerial experience, technical expertise and level of commitment to the WP.

Work package leaders board

The *Work package leaders board* (WPB) represents the committee of WPLs, which acts as the supervision entity for the implementation of the project. The WPB ensures that the work meets functional requirements based on existing objectives, identifies risks and mitigation procedures regarding the risks, maintain coherence between WPs, assist the PC in preparing meetings with the EC, collect information from WPLs on the progress of the project, examine data to assess the compliance between project stage and consortium plan; propose alterations of the work plan to the GA. The WPB is also led by the PM who will assess the achievements of the scientific goals of the project. In this position, the PM responsibilities are: informing all partners about procedures to secure high quality products; proposing and assuring the implementation of detailed quality management plans; validating the WP status reports; maintaining communication with all WPLs; exchanging and evaluating information on project work.

Task leaders

Task leaders (TL) are responsible for specific tasks within work-packages. Tasks can also have task co-leader, if two institutions share the responsibility of leading the respective task. TLs will be nominated by the respective WPL. A TL will have the responsibility to: achieve the task results; allocate work to the involved team mates; communicate with other TLs to achieve joint objectives; submit deliverables to the WPL for review and approval. The TL will be the editor of all deliverables produced by their task.

Users

The '*Users'* refers to persons who will participate or benefit from the action events from WP4.They represent a heterogeneous category consisting in: (i) expert colleagues in the area of evaluative conditioning and cognitive biases who will benefit from the scientific publications and conference presentation; (ii) people in charge with research management at various institutional levels who will benefit from knowledge transfer in the area of research management meant to implement sustainable research related changes within UVT; (iii) a more general audience such as early stage researchers from third-party institutions who will benefit from the educational opportunities and open access resources available on the project's website.

3. Project structure

Task code	WP and tasks	Month	UVT PM	UNIMIB PM	UGENT PM	Person months	Lead beneficiary
WP1	**Project Management**	**1-36**	**11**	**2.5**	**2.5**	**16**	UVT
T1.1	Project coordination	1-36	5	1	1	7	
	Consortium meeting 1	1					
	Consortium meeting 2	12					
	Consortium meeting 3	24					
	Consortium meeting 4	36					
T1.2	Quality-control	1-36	2	0.5	0.5	3	
T1.3	Reporting and administrative-financial coordination	1-36	4	1	1	6	
	Reporting progress 1	12					
	Reporting progress 2	24					
	Reporting progress 3	36					
WP2	**Early-stage researchers' knowledge transfer**	**1-33**	**15**	**9.5**	**10.5**	**35**	UGENT
T2.1	Mentoring early-stage researchers	1-30	4	5	8	17	
T2.2	Summer school 1 & 2	9-12	3	3.5	1.5	8	
T2.3	Short-term mobility	1-33	8	1	1	10	
WP3	**Experienced researchers' research management**	**6-36**	**11**	**9**	**4**	**24**	UNIMIB
T3.1	Expert meeting	13-14	1	1	1	3	
T3.2	Mentorship activity	18-36	4	4	1.5	9.5	
T3.3	Staff exchanges and research audit	6-27	4	4	1.5	9.5	
T3.4	Workshops and meetings with stakeholders	28-35	2	0	0	2	
WP4	**Dissemination and exploitation of results**	**1-36**	**12**	**5**	**4**	**21**	UVT
T4.1	Project website	1-36	1	0	0	1	
T4.2	Publishing open-access scientific papers	13-36	6	3	2.5	11.5	
T4.3	Conference attendance	4-36	2	1.5	1	4.5	
T4.4	Outreach activities	3-36	3	0.5	0.5	4	
WP5	**Ethics requirements**	**1-36**					UVT
T5.1	Total person months per participant		49	26	21	96	

3.1 WP1 - Project Management

T3.1.1 Coordination of the project meetings, of mobility activities, and other Consortium Agreement related activities

This task will take place continuously during the 3-years project duration, with a start on the first month (Kick-off project meeting). It involves strategic management issues, communication issues, the organization of project

meetings, the organization of other mobility activities, and the coordination of intra-projects joint research. It also deals with Consortium Agreement related activities as well as with establishing initiatives and contacts with other experts and scholars in the field of the research topic, to strengthen the networking in the field. Four general consortium meetings will be organized: A kick-off project meeting in Timisoara, Romania (M1); two consortium meetings for monitoring the development and implementation project tasks - in Ghent (M12) and Milano (M24), respectively, and a final evaluation meeting held in Timisoara (M36). The kick-off meeting has been conducted online, because of Covid19. The latest meeting also includes planning forthcoming joint actions to ensure the sustainability of this research network as described in task 4.4. Each partner will take the lead responsibility to organize the management meeting in their country. For team building purposes and for strengthening the network between the three research teams, all nominated members in the project will be welcomed to participate at these consortium meetings within the budget limit allocated to these events, along with the financial responsible from each university. UVT will coordinate all the other management activities included in this task, by integrating feedback and suggestions provided by its partners. The online communication will be the main channel of communication between these meetings.

T3.1.2 Quality-control and data management plan

The task will take place continuously and it aims at monitoring and tracking the project activities and their quality by filling in periodically specific activity templates and finding corrective solutions for eventual deviances from the plan. The activity templates will be provided during the project schedule by each partner from the Consortium in accord with their assignments in the proposal and during the Kick-off meeting. The quality of the project outcome will be monitored accordingly to a Data Management Plan provided by the Consortium. The task also implies providing and maintaining a repository for all relevant project documents (reports, deliverables etc.), organized hierarchically on an internal platform accessed by each member of the Consortium. UVT will coordinate all the activities included in this task, by integrating feedback and suggestions provided by its partners.

T3.1.3 Reporting and administrative-financial coordination

It includes dealing with budgetary issues, as well as preparing and delivering interim and final reports taking into account the calendar proposed by the European Commission. The task also includes communication to the European Commission and other stakeholders who are interested in the results of this project. Each partner will take the lead responsibility to report their own activities and related administrative and financial aspects. UVT will coordinate the Consortium / overall reporting activity.

3.2. WP2 - Knowledge transfer to support scientific excellency of early-stage researchers

T3.2.1 Mentoring early-stage researchers through joint research activities

The two leading scientific institutions (UGENT and UNIMIB) will mentor four early-stage researchers from the Widening country institution, through all main research stages, from planning the experiments, to collecting data, running data analysis, writing the report, and assisting through the dissemination process (e.g., the review process). The implementation of the studies lays within the responsibility of UVT, but multisite lab data collection is welcomed where possible. Additional sources with participants such as Amazon Mechanical Turk or Prolific Academic are also taken into account. The mentorship will consist on a specific joint research activity between (i) at least one mentor researcher from each leading counterpart and (ii) at least one early-stage researcher from the widening institution. The teams for these joint research activities could also include experienced researchers

from UVT, to improve their mentorship abilities through peer- learning, but also to allow them to provide their research input as well given their high interest in the topic.

T3.2.2 Summer school

This task includes the activities that are related to: (a) logistics and other organizational aspects to plan the summer schools; (b) the preparation of teaching materials, if the case; (c) delivering the planned activities during the summer school. Two five-day summer schools will be organized during the project.

The first one will be held in a Romanian location in the last trimester of the first year of project (M10 to M12). Specialists from the two leading scientific institutions will be invited to provide lectures and hands-on activities in order to stimulate early-stage researchers from the widening institution to use new procedures and tools in research (e.g., pre-registration; open database repositories; Amazon Mechanical Turk or similar data gathering platforms; working with OSF or other tools for stimuli repository; Inquisit and R Primer for conditioning studies). The instructors' team could be complemented, if necessary, with one or two instructors coming from other universities than the two leading scientific institutions as third-party experts. The summer school will be also complemented with a round table discussion in which instructors, along with the experienced researchers from UVT, will discuss the various challenges they encountered during their research activity, relevant from the perspective of the summer school topic. The leading scientific institutions primary role is to provide instructors for the summer school activities, who will be selected from their own staff (employees at UGENT or UNIMIB). The instructors will be paid for this activity and their role would be to prepare and deliver their teaching activities/materials during the summer school, and to allow for its further use, given that the teaching activity will be recorded and made available for educational purposes in an open-access format on YouTube and the project website. The UVT will be responsible for all organizational and logistic issues related to the summer school.

The second summer school will be held in Italy by UNIMIB during the last trimester of the second project year (M22 to M24). The main aim of this consist in developing and improving general competencies in research (advanced writing manuscript tips; strategies for selecting journals; the review process; grants availability; increasing the visibility of results through social network and other online activities; career management in academia). The summer school will be also complemented with a round table discussion in which instructors, along with the experienced researchers from UVT, will discuss the various challenges they encountered during their research activity, relevant from the perspective of the summer school topic. Similar roles and responsibilities will be assigned as in the case of the first summer school, with the exception that UNIMIB will also be involved in organizational and logistical aspects given the location chosen for the second summer school.

The target audience of both summer schools is represented by the four early-stage researchers from UVT. However, in order to extend their potential network, as well as in order to provide the opportunity of more young researchers to benefit from this transfer of knowledge, additional four early-stage researchers will be selected based on transparent criteria through an open call promoted at the European and national level (e.g., the European Association on Personality Psychology newsletter; the Romanian Association of Psychologists newsletter etc.). Likewise, the two leading scientific institutions could also include 1 or 2 early-stage researchers as participants in these summer school as well, which means that the total number of participants who will be direct beneficiaries of the summer school activities will be between 8 and 12 early-stage researcher attendees.

Each summer school will include one full-day day to facilitate the cooperation and ideas exchange between the early-stage researchers who participate at the summer school and the scholars from the twinning project in a

face-to-face format. This will provide the opportunity to explore new avenues for joint research projects in the following years, after the finalization of the current project, as well as to refine the undergoing joint research projects at that time.

T3.2.3 Short-term mobility

In order to improve the excellency in research of Widening twinning part, short-term work visits (1/2 to 1 month) are proposed for young scholars from UVT throughout the entire duration of the project, with the exception of the last trimester of the 3rd year. Each early-stage researcher from UVT team, as well as the postdoc researcher will benefit from two short-terms mobility, preferably one at each of the leading scientific institutions locations. The visit will involve both intensive discussion in regard to the joint research projects, as well as becoming familiarized with the lab facilities and institutional research practices in the host university. Based on such learning experiences, the early-stage researchers will not only increase their expertise in the current topic of research proposed, but will also facilitate the transfer of good practices back home, capitalizing their gained experience in the SocPers Lab and Psychology Department of UVT. A total of 8 short-term mobility is expected (4 early-stage researchers, each of them benefiting from two such short stages). UVT will be responsible for all organizational aspects related to the management of this mobility. The leading scientific institutions (UNIMIB and UGENT), as the host institutions, will be responsible for facilitating the visit as well as for the relevant knowledge transfer.

3.3 WP3 - Enhancing institutional research management support and increasing the scientific visibility of the research team

T3.3.1 Expert meeting

We will organize a 2-day expert meeting (M14 or M15) of the twinning project in Romania through a third-party provider of travel and accommodation services. The task consists in invitation by the leading institutions of up to six other specialists form other scientific institutions who already have a record of high-quality results in the scientific field covered in the current proposal. This kind of meeting will contribute to the critical assessment of knowledge linking conditioning to individual differences that are relevant from a personality and/or clinical perspective, and will promote an exchange of ideas and research co-operation in the field. The experienced researchers will also be invited to present their ideas and (preliminary) results in the field, and to observe and participate in the debate in order to gain valuable input for improving their research or identifying new directions for future research. The meeting will also contain a specific slot in the program for a round table in which participants will describe the existing practices within their research groups and other higher-level (e.g. institutional) support and policy measures that enrich their research environment and enhance the scientific performance of their research group.

Therefore, the expert meeting will serve to multiple synergic purposes: to extend the networking with other potential research collaborators beyond those affiliated to the leading scientific institutions, to advance the knowledge in the field of conditioning, and to provide relevant examples of good practice on research management that could enhance the scientific excellency. The responsibility to organize this meeting will be shared. The two leading scientific institutions will be in charge of selecting and inviting the experts. The UVT will be responsible for the logistics aspects of the event.

T3.3.2 Mentorship activities for experienced researchers from UVT

Besides the acquired knowledge on research management, the experienced researchers from UVT will also benefit from mentoring and support from the leading scientific institutions in two areas: journal management and grant writing. At least one, and preferably two experienced researchers, along with the two coordinators from the leading scientific institutions will be involved throughout the entire process of co-editing a special issue of an international journal on a relevant topic for the scientific profile of the proponents. Because this is a time lasting process, it is expected that parts of this step will continue after the finalization of the process. However, the editorial process should be checked as work in progress. The special issue could include up to two submissions based on the joined research activities in this grant. The other mentoring activity involves providing feedback and support for at least one experienced researcher from UVT in applying for a national or, preferably, international grant competition. The grant proposal will be relevant for the current research project topic. Both mentorship activities for the experienced researchers will start from the second half of the project, from M18 onward. In the co-editing activity, UVT will actively assist the leading scientific institutions through the entire editorial activity, which will take a leading role. In the grant management application, the two leading scientific institutions will assist UVT by providing relevant feedback and suggestion, while UVT will take the leading role.

T3.3.3 Staff exchanges and auditing of research management practices

To transfer the research management knowledge from the lab level to the departmental and institutional level, we planned the following sequence of measures borrowed from the quality assurance process. An evaluation phase will take place by auditing the existing research management practices at three different levels: (i) the lab / the research group involved; (ii) the Psychology department; and (iii) at the UVT institutional level. In the latter case, we will focus on existing research policies and structures, as well as the activity of the helping staff who are responsible for research management/ administration within the university). The task involves providing knowledge exchange and training with respect to good-practices in research by the two leading-institutions from the Twinning project. Two staff exchanges will be planned: (1) experts from UGENT and UNIMIB are invited at UVT to expose their applicative knowledge in research and good practices for the lab / department, and to gather the required information to provide an audit of current research management practices at UVT; (2) UVT staff (experienced researchers and persons with institutional responsibilities in research management / administration) are trained at leading-institutional locations with respect to the lab and institutional practices regarding the research management. The exact periods of exchanges will be adapted at the start date of the project, but it will unfold between M6 and M27. The short-term staff exchanges will last from 3 working days to 2-week periods. The experts from the two leading institutions are expected to provide guidelines and feedback to boost the good-practices in the lab and in the Psychology Department. They are also expected to provide an audit report on research management based on observed practices at various levels of analysis (lab / Psychology department / institutional level). UVT will also play an active role, by providing relevant oral and written input to document the SWOT analysis as well as other requested information to be included in the research audit report, as well as in the subsequent internal handbook for research management.

T3.3.4 Workshops and meetings with stakeholders to transform the learned lessons into policies measures at the institutional level

Building on the results of task T3.3 the UVT staff involved in the Twinning project will be engaged in writing a handbook (from M28 to M30) of best practices in terms of research management, achieved and adapted from the twinning institutional partners. The aim of the handbook consists in to provide valuable recommendations for institutional changes based on the gained by the UVT team. A decision-making phase will be implemented based

on the results of the research audit, the written handbook, and the view of relevant stakeholders. For this purpose, the audit and the handbook will be disseminated and discussed through two different strategies: bottom-up and top-down. The bottom-up approach will involve organizing some workshops with participants who are responsible for implementing the recommended changes in research policies and management. The top-down approach will involve presenting the same results to the top management of the university and exploring potential improvements in the research management policy and research structures. A list of agreed decisions to be implemented will be the primary outcome of this phase.

The workshop will be provided twice. The first time it will address the needs of the other members of the Psychology Department not included in the current project. The second time the workshop will be provided at the institutional level. We will advocate at the university level for the participation of the coordinators of doctoral schools from UVT, as well as for the attendance of the deputy deans in charge with research at the faculties level. The workshop aims at transferring good practices at the institutional level (organizing research labs, structural (university) incentives for achieving and maintaining research excellence, good practices in tutoring PhD students and postdocs, attracting competitive young researchers etc.). To ensure a lasting impact, additional meetings with the leadership of the university will take place to facilitate formal institutional changes where required (e.g., a change of the admission rules in a PhD program etc.). Such meetings will also include in their agenda applied discussions regarding the strategies of boosting the research visibility of UVT departments, attracting more competitive and high skilled scholars / PhD students / postdoc students and extending foreign collaborations. UVT will be responsible for implementing this activity.

The last phase involves a follow-up phase to ensure the sustainability of these agreed changes, by monitoring whether the solutions have been implemented. Only the UVT team will play an active role in this task.

3.4 WP4 - Dissemination and exploitation of results

T3.4.1 Project website, online and offline communication

Developing and providing a website of the current project serves for increasing the visibility of the network released via the Consortium. It will become an international information tool to boost the extension of the network in the grant topic, as well as to educate other audiences on the grant activities and results. The project website will by launched as a developing project at the start of the 1st year and will be maintained at least two years after the current project is closed. UVT will be in charge for developing and maintaining the website as well as in providing most of the content.

The website will be integrated in a specific strategy regarding the communication activities within the project. The communication strategy will involve the creation of the visual identity of the project. We will communicate using multiple channels of communication: online (website), online (social media) and offline (e.g., press releases). The communication channels such as social media will be also used as a tool to attract more participants for those studies in which the protocol will allow for online data collection. The UVT team will be responsible for producing a core set of specific communication material including: a project summary; project leaflet and roll-up banner; project branded promotional items (e.g., folders), a press release template regarding major results or items of interest; templates for documents and presentations for the use of project members. The communication activities will target the general public as well as researchers and students who might be interested in the research resulted from this project.

T3.4.2 Publishing open-access scientific papers

The task regarding the number of publications is a major outcome of the Twinning project. The plan involves submitting at least eight manuscripts with a successful status at the end the project (accepted / available online in advance / fully published). All accepted manuscripts will be budgeted as gold open-access contributions and will reflect the results of the joint research and/or other mentorship activities. The common endeavour to edit a special issue of an international journal, which will capitalize mainly on other researchers' findings is not included in this task, because it is an activity in the task T3.2. Inputs coming from the current grant in this joint issue will be limited to a maximum of two accepted articles. The responsibility for this task will be split among participants, with a higher degree of involvement apart from the UVT (e.g., more researchers involved). The peer-reviewed scientific publications will also be deposited in a repository (e.g., OSF, ResearchGate).

T3.4.3 Participation at International Conferences

The task supposes that participants from all three universities involved in this project will each attend at least one international conference per year in Europe, with a minimum of nine accepted communications (one per partner institution / year). Attending such conferences will provide both experienced and early-stage researchers the opportunity to extend their network with other researchers in the field, gathering valuable feedback. A Conference List will be prepared from the start date of the project, with flexible options remaining open during the project. Some options discussed with the twinning partners could involve: the European Association of Social Psychology General Meeting 2020, 2020, June 30 - July 4th, Krakow, Poland; the International Convention of Psychological Science, 2021, March 25th - 27th, Brussels, Belgium; the European Association of Personality Psychology Conference, 2022, Berlin, Germany (July 2022). The task also includes at least one co-organized submitted and accepted symposium on a topic related to this grant during Year 3 of the project. Each partner will take the lead responsibility to manage their conference plan, given that they will attend at least one common conference per year through designated representatives. UVT all also lead the task of organizing a submitted symposium on a relevant topic for this grant

T3.4.4 Outreach activities

The twinning partners will also be involved in organizing different type of outreach activities that could be specific for each partner. For instance, the UVT team will promote the H2020 program, the project, and its results to events such as Open days, and Long Night of Research to reach a larger audience (e.g. prospective students, people interested in research). The UGENT team will promote some results on their lab-page of the online journal Psychology Today, an international popular magazine (and website) to educate general audience on psychological issues, that is also an information source for many practitioners in the field of psychology. Likewise, all partners will liaise with the press office of their university for both general and targeted press releases of relevant findings from the research project. Furthermore, UVT will look to outsource the production of at least one video abstract or other outreach product (e.g., project explainer) to aid the research impact "All partners will jointly develop a follow up Exploitation Plan comprising a list of future activities / forthcoming academic strategies needed to exploit the research results after the project ends. A closing gala will also be organized to promote the H2020 program, and the project results to a wider audience, including research-oriented institutional policy-makers. During this event, a joint memorandum will be signed to promote further collaboration between the three partners, including potential joint education and research measures. UVT will be responsible for organizing the closing gala and for developing an exploitation plan. The two leading scientific institutions will assist UVT in the development of the exploitation plan.

3.5 Deliverables (list in chronological order)

Code	Title	WP	Lead beneficiary	Type	Dissemination level	Due Date (months)	Description
D1.1	One-page statement that the task of reporting previous peer-reviewed publications has been completed.	WP1	1 - UVT	Report	Public	2	An exhaustive report of all peer-reviewed publications in the particular field of research (Psychology) published by the coordinating entity in the past three years preceding the start of the project.
D1.2	Project management handbook for quality control	WP1	1 - UVT	Report	Public	3	An online management handbook focused on to-dos/ joint research plans evolution, time schedules, internal policy of communication, external policy of communication, quality control measures, and risk management issues. The handbook will be continuously updated.
D1.3	Data Management Plan	WP1	1 - UVT	ORDP: Open Research Data Pilot	Public	6	The Data Management Plan will be developed in accordance with the template required by the EC (Annex I of "Guidelines on Data Management in Horizon 2020"). The plan will include the required actions to make our data findable, accessible, interoperable, and reusable (FAIR), both during and after the finalization of the project. The Data Management Plan will be continuously update.
D1.4	Project exchange server	WP1	1 - UVT	Other	Confidential, only for members of the consortium	36	A report on acquisition of software intended for secure sharing of information.
D2.1	Joint research portfolio	WP2	3 - UGent	Report	Public	6	All mentoring activities during the joined research activities will be documented by including the research calendar, the task assignments, a description of the mentorship and monitoring activity, the research plan and outcomes. The mentoring documentation will be actively updated by each member of the mentoring program during the mentoring period. The whole documentation for each mentoring group will be uploaded on the internal platform in order to be visible by each member of the Consortium. Data resulted from these joint research activities will follow the regulations included in the Data management plan. Up to 10 joint research activities, valorised in at least eight expected publications, are expected. The joint

							research portfolio will include the progress status for each joint research every six months.
D2.2	First summer school portfolio	WP2	1 - UVT	Report	Public	12	This deliverable will contain the invitation, also uploaded on social media and project website, attendance lists, participants' feed-back form, summer school pack (agenda, course materials, and promotional project materials), photo documentation, and video-records of the lectures or practical activities. The portfolio will be delivered next month after the scheduled event. In addition, the portfolio will also include the required evidence (open call, selection of third-party early-stage researchers, documentation for their participation at the summer school) for the four supplementary seats that are assigned to early-stage researchers who are not affiliated to the partner institutions. Video/audio-records of the activities and lectures will be uploaded during the next month of each summer school on the project website and on YouTube as an open-source educational material in research training to reach a wider interested audience.
D2.3	Second summer school portfolio	WP2	2 - UNIMIB	Report	Public	24	
D3.1	One (in progress) co- edited special issue in an international journal	WP3	3 - UGent	Report	Public	36	At least one agreement with an international editor / editorial team and an existing call for papers for a special issue in a topic that is scientifically relevant for the current proposal (e.g., evaluative learning, indirect measurement, cognitive biases, individual differences in processing emotional stimuli, methodological issues). Existence of several manuscripts that have already passed through the editorial process would represent another possible form of deliverable corresponding to the task.
D3.2	One grant application submitted	WP3	2 - UNIMIB	Report	Public	36	The application will be documented and delivered the next month after its submission. However, given that the submission deadlines may vary depending on the call, this deliverable should be included in the last year / final report the latest, if not earlier.
D3.3	A handbook on research management best practices	WP3	1 - UVT	Report	Public	30	The handbook is a written document that contains the most valuable strategic and operational actions to enhance research excellency in UVT

							at various levels (lab, department, institutional) based on a comprehensive analysis of the status quo and the identified gap.
D3.4	A report with departmental and institutional changes at UVT on research management and structure based on the project's results	WP3	1 - UVT	Report	Public	36	Taking into account that we aimed for the exploitation of results at the institutional level, we will provide a report with the accepted changes in terms of various regulations (e.g., lab organization, admission to the PhD program) and/or management structures (the UVT Council for research) (M36).
D4.1	Project website	WP4	1 - UVT	Websites, patents filling, etc.	Public	2	The website will present different outcomes and activities of the twinning project (e.g., summer schools, mobility, mentoring activities) in order to increase the visibility of the project and the grant opportunity.
D4.2	Promotional materials	WP4	1 - UVT	Report	Public	6	Various communication methods will be used to promote the project and raise awareness of the main project results. The promotional materials will be distributed during the project activities, including the outreach activities.
D4.3	Scientific papers	WP4	1 - UVT	Report	Public	36	The papers will be submitted in international peer reviewed journals as open-access contributions. The papers will start to be submitted in a continuous pace, starting from the 2nd year of the project. We expect to have 2 decisions of acceptance by the end of M24, and other 6 decisions of acceptance by the end of M36. These decisions will be documented in the interim (M24) and the final report (M36).
D4.4	The follow-up exploitation plan and the institutional memorandum	WP4	1 - UVT	Report	Public	36	The follow-up Exploitation Plan will identify specific academic strategies to be implemented after the end of the project to keep the Consortium active. Each institutional partner will propose at least one strategy as a follow-up measure. These measures will be included in the institutional memorandum expected to be signed in the last month of the project during the Closing Gala (M36).
D5.1	OEI - Requirement No. 3	WP5	1 UVT	Ethics	Confidential, only for members of the consortium	2	Detailed information must be provided on the organisational measures and processes developed in the project to ensure proper handling of ethics issues raised by activities implemented. Appropriate technical and organisational measures to safeguard the rights of the data subjects must be provided.

4. Reporting

Reporting section supposes a detailed presentation of the contents that must be uploaded on the EC Platform and the mandatory reporting periods during the project lifetime. Project reporting is a continuous task that takes place at specified times in accordance with the GA, aiming at monitoring the project implementation.

The project coordinator has the obligation to submit to EC technical and financial reports (under the Article 20 from the GA), including request for payment. The reporting periods imply:

a. **Periodic report** (both technical – Part A and B – and financial): the reports have to be summited by the coordinator within 60 days following the end of each reporting period (including the final one), including request for payment;

b. **Final report** (both technical and financial): in addition to the last periodic report, the coordination must to submit the final report within 60 days following of the last reporting period (including request for the payment of balance).

According to the GA (Article 20.2), the action of the current project is divided into two "reporting periods":

- **RP1: from month 1 to month 15** (more specifically: from October 2020 to December 2021)
- **RP2: from month 16 to month 36** (more specifically: from January 2022 to September 2023)

4.1 Continuous reporting

Before to a detailed presentation of the periodic and final reports structures, continuous reporting is essential to be discussed because is the part of the reporting procedure that implicitly precedes the periodic report. The continuous reporting module was activated at the beginning of the project. It will be continuously open for beneficiaries to submit:

- Deliverables
- Materials or documents that proves the achievement of the milestones;
- Answers to the questionnaire on different issues notified by the EC;
- Foreseen/ Unforeseen risk tables;
- All the scientific publications with the mandatory statement that the results were generated with assistance of EU financial support;
- Dissemination and communication the activities, by listing the activities directly linked to the project, and the type of audience reached.

These sections are mandatory to be updated before the periodic report is locked for review because all these materials are automatically compiled to create Part A of every periodic technical report. So that, in accordance with the process of submitting every periodic technical report (Part A form periodic report), the project coordinator will ensure that the information from continuous reporting is uploaded (and updated in some cases) on the EC platform, at the moment of every periodic report.

4.2 Internal Reporting

Internal reporting is a process of reporting documents, parts of deliverables, providing feedback and so on, carried out internally in order to monitoring the workflow of every consortium partner (per WP) and to ensure the timely submission of the contents presented on continuous reporting part. Internal reporting is materialized in an internal progress report that it is not sent to the EC. It should consist in a brief summary of the technical work completed/ progress on each WP, the financial overview from each consortium partner and a brief explanation of any deviations (in case they exist reported to budget and deliverables).

- A technical progress document will be compiled for each WP. The WPL of each WP will gathering information from all the task leaders of consortium in order to monitor the technical progress on that specific WP. The final internal technical progress document will be sent to the project coordinator.
- The financial overview from each consortium partner consists in completing an Excel template a month before the deadline for monitoring purposes and management reporting. The Excel template will be sent by the coordinator to the consortium partners. The document will be filled in by all the consortium members. Finally, the coordinator will merge all the financial reporting and sends the document to the whole consortium for review. This final report will not be sent to the EC.

In order to ensure a proper internal reporting as it was mentioned above, every six months an internal progress report (a technical progress document and a financial overview) will be compiled following the deadlines presented in the table below.

Kind of report	Period covered	Template ready and uploaded by the coordinator to the internal consortium platform	Deadline to send to the coordinator	By whom?	Finalized and submitted by the coordinator to the EC
Internal Progress Report 1	M01 to M06	M05	M06	All consortium partners/ WPL	n/a
Internal Progress Report 2	M07 to M12	M06	M07	All consortium partners/ WPL	n/a
Periodic Report 1	**M01 to M15**	**M14**	**M15**	**WPL**	**M17**
Internal Progress Report 3	M16 to M21	M20	M21	All consortium partners/ WPL	n/a
Internal Progress Report 4	M22 to M27	M26	M27	All consortium partners/ WPL	n/a
Internal Progress Report 5	M28 to M33	M32	M33	All consortium partners/ WPL	n/a
Periodic Report 2	**M16 to M36**	**M35**	**M36**	**WPL**	**M38**
Final Report	**M01 to M32**	**n/a**	**n/a**	**Project Coordinator**	**M38**

4.3 Periodic Report

The periodic report must be submitted by the project coordinator within 60 days following the end of each reporting period. Just like the internal progress report, the periodic report should include explanations for any deviations from the DoA (budget and deliverables), if they exist. The periodic report includes a periodic technical report and a financial report. The templates for periodic report will be taken from the EC official site: reporting templates.

The **'periodic technical report'** involves two distinguished parts (Part A and Part B):

- **Part A** is generated automatically by the IT system. It is based on the materials/ information uploaded (and updated) on the Participant Portal of EC platform before the periodic report time. The project coordinator is responsible for this part. Part A contains the following:
    - o   a cover page;
    - o   a summary used for publications by EC;
    - o   the web-based tables covering materials related to the project implementation (e.g., WP, deliverables, milestones, and so on);
    - o   the answers to the questionnaire related to action implementation, the economic and societal impact of the project.
- **Part B** is the core part of the report that must be uploaded on the grant management tool under the Report Core tab. This part is a narrative part that includes (1) an explanation of the work carried out by each beneficiary and (2) an overview of the project progress towards the objectives set out based on deliverables and milestones identified in Annex 1. Part B must be uploaded on the Funding & Tenders Portal Grant Management Service as a single .pdf document that must include explanations justifying the difference between work expected to be finalized in accordance with Annex 1 and the work which was effectively carried out before the time of periodic report. Supplementary, this part must include updates on the plan for the exploitation and dissemination of the results. Every 'Part B' of the periodic technical report will be uploaded by the project coordinator in to Participant Portal after pervious checking by the consortium partners.

The '**periodic financial report**' involves the following documents:

- An individual financial statement from each beneficiary, for the reporting period concerning. This document must detail the eligible cost (current costs, unit costs, and flat-rate costs) for each budget category. Each beneficiary must declare all eligible costs mentioned even if the amounts exceed the estimated budget from Annex 2. Supplementary, each beneficiary must ensure that the costs are correlated with adequate records and supporting documentation and for the last reporting period: that all the receipts have been declared;
- a 'periodic summary financial statement', created automatically by the electronic exchange system, consolidating the individual financial statements for the reporting period concerned and including — except for the last reporting period — the request for interim payment.

All the documents mentioned will be uploaded in to Participant Portal based on the specific templates provided by the EC. The project coordinator will have a final check on the statements and submit electronically to the EC platform.

4.4 Final Report

The coordinator must submit the final report within 60 days following the end of the last reporting period. In Horizon 2020 the final report is automatically generated by the IT tool. As the periodic report, the final report comprises a final technical part and a final financial part.

- The **'final technical report'** supposes a publishable summary of the entire project. This summary must contain:
  - an overview of the results and their exploitation and dissemination;
  - the conclusions on the action

The coordinator must ensure that none of the material submitted for publication includes confidential or 'EU classified' information.

- The **'final financial report'** must contain:
  - a 'final summary financial statement' that will be created automatically by the electronic exchange system, consolidating the individual financial statements of all the partners for all reporting periods and including the request for payment of the balance.

4.5 Audit – Certificate of the Financial Statements (CFS)

The Certificate of the Financial Statements is requested for each consortium partner in case of the total amount is expected to exceed the threshold of EUR 325 000 at the end of the project, as reimbursement of actual costs and unit costs. Based on current budget no partner is required to get the Certificate of the Financial Statements as their direct costs are below 325000 EUR.

4.6 Keeping records – supporting documentation

Each partner must keep records and other supporting documentation – for a period of five years after the payment of the balance – in order to prove the proper implementation of the action and the declared costs to be eligible. Also, records and supporting documentation on scientific and technical implementation of the action must be kept.

The documents must be original documents. On the other hand, digital and digitalised documents can be considered originals if they are accepted by the national law of each consortium partner. The documents must also be kept by beneficiaries until the end of the ongoing checks, reviews, audits, investigations, litigation or other pursuits of claims under the Agreement.

The beneficiaries must keep the records and supporting documentation related to costs declared:

- for **actual costs:** appropriate records and supporting documentation in order to prove the cost declared (i.e., contracts, subcontracts, invoices, and accounting records). Supplementary, there must be a track between the amounts declared, the amounts recorded by each beneficiary's account and the amounts stated in the supporting documentation;

- for **unit costs:** adequate records and other supporting documentation in order to prove the number of units declared;
- for **flat-rate costs:** adequate records and other supporting documentation to prove the eligibility of the costs to which the flat-rate is applied.

A short list of different type of costs is presented below:

- Direct personnel costs:
    - monthly signed time sheets;
    - calculation of hourly rate;
    - proof of paid salary;
    - labour contracts.
- Other direct costs (travel costs and related subsistence allowances, equipment costs, costs of other goods and services):
    - quotations (sub)contracts;
    - all receipts of expenditure;
    - meeting docs: signed presence lists, minutes, agenda;
    - calculations of depreciation costs charged to the project.
- Direct costs of subcontracting:
    - quotations (sub)contracts;
    - signed (sub)contracts.

4.7 Time recording

In order to prove the personnel costs of each beneficiary (declared as actual costs or on the basis of unit costs), the partners must keep time records of the for the number of hours declared. The time records must be in writing and approved by the persons working on the action and their supervisors, at least monthly (Article 18.1.2 from the GA). As an exception, for persons working exclusively on the action, there is no need to keep time records, if the beneficiary signs a declaration confirming that the persons concerned have worked exclusively on the action.

The time recording can be done by using a timesheet on paper or in a computer-based system. A template for time-sheets is available on the Participant Portal.

Time records should include:

- the title and number of the project, as specified in the GA;
- the partners full name, as specified in the GA;
- the full name, date and signature of the person working for the project;
- the number of hours worked for the action in the period covered by the time record; for reasons of assurance and legal certainly it is highly recommended that the number of hours is detailed per day (hours worked for the action in each day);

- the supervisor's full name and signature;
- a reference to the work package described in the DoA, to easily verify that the work carried out matches the work assigned and the person-months reported to the action.

Information included in timesheets must match records of annual and sick leave taken, and work-related travel.

5 Communication

Communication section involves measures, strategies and standardized step taken to ensure an efficient communication between the consortium members, and between the consortium and the external partners and public. So that, communication activities will suppose:

1. Internal Communication (i.e., communication between members of the consortium);
2. External Communication
   a. Communication towards parties outside of the consortium (e.g., stakeholders, EU Project Officer)
   b. Public communication (e.g., outreach activities, dissemination activities, project website)

5.1 Internal Communication

Internal communication is considered the communication within the consortium.

Internal communication activities are based on:
   a. institutional e-mail address of each consortium member
   b. internal communication platform
   c. meetings

a. Email

Many consortium members may be working on different projects and are likely to receive numerous emails every day. In order to avoid the leaving behind important project messages, each email will follow a standard title format to facilitate a quick recognition of the project. Project related emails should include as first word the acronym of the current project "LEARNVUL:" followed by a short specific description related to the subject (e.g., "LEARNVUL: Kick-off meeting"). A copy of the project coordinator email address or the of the WPL will be required for important email communications.

Besides the email communication related to the progress of the whole project, small groups of early stage researchers and consortium members will be constituted in order to facilitate the progress on WP2 ("Knowledge transfer to support scientific excellency of early stage researchers"). A list of email addresses for each research group member is made available in January 2021.

b. Internal communication platform

A project Dropbox, as internal platform, will be set out soon/ in January-February 2021. This platform will act as repository for internal working documents, minutes, reports, feedback and so on. Also, the final documents which will represent deliverables or progress documents related to the milestones attaining will be uploaded on the project platform. Moreover, for each research group will be made a specific folder where will be uploaded documents/ materials/ psychological instruments for the ongoing study. Different permission levels probably will be set out for each consortium member depending on the document categories accessed.

c. Meetings

In order to monitoring the ongoing activities of the project, to debate and discuss relevant topics and to plan the work of the subsequent period, meetings are essential for the progress.

Meetings of the project:

- WP meetings: these types of meetings will be organized for the WP activities monitoring, including planning activities, monitoring, internal disseminations. At least one such meeting will be organized at every three months. WP meetings should involve the project coordinator and the WPLs and other consortium members if it is necessary. All these meetings will be held via online platforms, given the actual pandemic context.
- Research meetings: these meetings will start to be planning after January 2021 when the first research groups involving early stage researcher and mentors from partner universities will constitute. At least one such meeting every month is intended to be planned. All these meetings will be held via online platforms, given the actual pandemic context.
- WP annual meetings: these meetings will take place yearly and will involve all the consortium members. These annual meetings will serve to debate and discuss the project activity until that moment, the strengths and weaknesses of the action, improvement proposes, ongoing activities and planning of the work for the subsequent period.

5.2 External Communication

External communication is considered towards parties outside the consortium, target groups of the project, stakeholders and the EU Project Officer. External communication also involves the dissemination of the results and communication the project activities results to the public and society.

5.2.1 Communication towards parties outside the consortium, but from EU

In accordance with the Article 52 from GA, Communication under the Agreement (information, requests, submissions, 'formal notifications', etc.) must be made in writing and bear the number of the Agreement. All communication must be made through the Participant Portal electronic exchange system and using the forms and templates provided there.

This type of communication involves generally all the documents uploaded on the Participant Portal being supposes to the review process of EC. In case of necessity, emails form project coordinator can be sent to the EU Project Officer in order to request supplementary information. Online meetings are also accepted.

5.2.2 Public communication

Public communication involves communication activities which will be planned and carried out to promote project activities and outcomes. The main tool used for public communication is **the project website** which can be found at: https://h2020learnvul.uvt.ro/

The project website involves the following sections that can be accessed by the public and stakeholders:

- The description of the LEARNVUL project and the main objectives
- The consortium partners
- Research results and open access data
- Outreach activities
- Events (e.g., Summer School, Gala Night etc.)

All these sections will be timely updated.

Besides the project website which represents a mandatory deliverable in the current project, WP4 ("Dissemination and exploitation of results") supposes **outreach activities and dissemination activities of the project results**. In order to promote these types of activities, the consortium will prepare:

- Dissemination Materials: leaflets, brochures, posters, roll-ups, events information, and so on. All of these materials will be elaborated to promote LEARNVUL project activities and results. The materials will be of a high quality standardised format, will be available in English and will be distributed by all consortium partners. The materials will be also available on the project website.
- Media-related actions: press releases, interviews, documentary videos and so on, will be undertaken to facilitate the impact of the project and to reach the widest possible audience from the general public. The materials will be also available on the project website.

5.3 General requirements

All the communication documents (dissemination; Article 29.4), communication activities (Article 38) and any infrastructure, equipment and major results will indicate that the project has received funding from European Union, using the following:

a. The EU Emblem

b. The following text (Disclaimer):

"This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 952464".

6. Information management

6.1 Document management

Regarding the management of information, the required procedures have to guarantee that the documents needed in the project are generated, updated, distributed and stored correctly and efficiently in conformity with the EC standards.

Therefore, the focus will be on two aspects: the official website and the technical and reporting aspects of each WP.

a) **Website**
- Public part, where information about the project, Consortium, research activity, resources and communication can be found.

b) **Reports on WPs and technical progress**
- Within each WP, all the technical issues should be transmitted from each partner to the WP Leader. It is important to mention that the Work Package Leader will be the responsible for dealing with and solving the issues that could occur during the project. In specific cases, when that situation cannot be solved, the Technical Director will be informed.
- These issues will be stored on the internal exchange server – Dropbox.
- All relevant issues which could impact the planning and implementation of the project will be discussed with the Management Team without unreasonable delays.

6.2 Templates

It is mandatory that all public documentation used in the project needs to conform to the document standards provided by the Project Coordinator and also to the EC standards. In the writing of all the official documents of LEARNVUL (presentations, deliverables, reports, meeting transcripts, etc.) it is mandatory to use the official templates that are made available on the internal platform (via Dropbox). Another important specification requires for the project logo (and the partner university logo) to also be included in all the documents related to the project. During the project duration, the templates could suffer modifications. Hence, it is recommended to download an updated version from the website or Dropbox.

6.3 Review and Submission of deliverables

General requirements

All the deliverables must be finalized and submitted within the specified deadlines, defined in the Grant Agreement. For a more detailed perspective, please see subsection 3.5. of this document. All deliverables shall be submitted to the EC, by electronic means via the Participant Portal by the Project Manager. The tasks leaders (who are in charge of the generation of the deliverable) and the WP leaders (who are responsible for the technical quality of the deliverables) are key persons in the making of a deliverable process. It is also mandatory for the coordinator to submit a periodic report after the end of each reporting period (including the final one).

Reporting

a) **a technical report**
- The periodic technical report includes an explanation of work carried out, an overview of progress, a publishable summary and a questionnaire.
- The final technical report is a publishable summary of the entire action (describing the overview of the results and their exploitation and dissemination, the conclusions on the action and its socio-economic impact).

b) **a financial report**
- The periodic financial report includes the individual financial statements, an explanation of the use of resources and the periodic summary financial statement.
- The final financial report consists of the final summary financial statement that is automatically generated by the IT system
- The financial reports also contain the requests for payment (necessary for any payment other than the pre-financing payment.

6.4 Internal procedure

In order to ensure the quality of the delivery to be submitted, the following procedure to review each deliverable has been defined:

1. Preferably, two weeks before the submission of the deliverable, the task leader responsible for the generation of the deliverable will send the deliverable to the WP leader and the Project manager.
2. The WP leader will send the deliverable to other members for feedback and review. Once the deliverable is sent, there is 1 week for collecting comments/suggestions from the reviewers. The WP leader will send the review to the Task leader in charge of the deliverable that has been reviewed.
3. Three days before the submission, the partner responsible for the deliverable concerned will send the final version to the WP leader and the Project Manager. The WP leader will send the document to the project Coordinator at least 2 days before the due delivery date, if other changes are made in the deliverable. The Project Coordinator will be responsible for uploading the document in the participant portal and submit it to the Commission by electronic means and he will send an email with the deliverable to the Project Officer.

7. Potential problem areas

7.1 Potential problem areas

Main potential problems refer to not being able to fulfil proposed goals in terms of tasks and deliverables such as initially described. In this sort of situations, grant reduction, recovery of undue amounts, administrative sanctions, suspension in payments, or suspension and termination of the project could be applied. These actions will be implemented in accordance with Articles 47, 48, 49 and 50 from the grant agreement.

Description of risk	WP Number	Proposed risk-mitigation measures
Inadequate resourcing, referring to a possible underestimation of necessary personnel resources, due to possible national fiscal changes influencing budget allocation. (Low)	WP1, WP2, WP3, WP4	A restructuring of the WPs will be taken into account, to scale back secondary objectives, or work between partners will be reallocated to achieve set objectives. Furthermore, partners will also rely upon further research grants to possibly cover insufficient funding based on the presented risk.
Research risk, referring to a possible case of obtaining statistically non-significant results in examining how neuroticism shapes conditioning, also affecting the publication chances due to insufficient evidence linking these concepts (Low)	WP2, WP4	A particular emphasis will be put on designing studies with appropriate statistical power. Likewise, the pre-registration of the studies prior to data collection will increase the publication chances. Last, but not least, other forms of conditioning such as attribute conditioning or fear conditioning could be examined instead.
Non-performance of a partner, referring to a partner which does not execute attributed tasks according to the established responsibilities. This represents a critical incident considering that the project teams will be overly encumbered with only two partners performing all project tasks. (Low)	WP1, WP2, WP3, WP4	Both the PC (Project Coordinator) and WPB (Board of the WP Leaders) will periodically evaluate the status of the tasks and raise warnings if there is a deviation from the work plan. Furthermore, considering existing fruitful collaborations between partners (i.e., UVT and UNIMIB, UNIMIB and UGENT), we consider that the likelihood for the occurrence of this risk is low.
The product dissemination and communication activities are postponed, referring, for instance, to possible delays in the publication of scientific papers or their	WP4	The expertise of the parties involved will assure that all scientific papers meet the standards of the journals where the manuscripts will be submitted. However, the peer review process is influenced by the journal

scope is reduced, considering that the UVT institutional partner might be reluctant in promoting changes at the level of the whole university (Medium).		customs, and therefore certain delays may be expected. Should the evaluation period extend to longer periods, the partners will contact the journal editor to obtain the final evaluation information as quickly as possible. The UVT is committed to increase its scientific performance to be included in the top 1000 universities from ARWU. Thus, the probability of encountering resistance at the level of top management is low. If, however, such barriers will occur, we will assure that some of the recommendations will be implemented in a specific institutional policy (e.g. doctoral schools) or at a lower level (e.g. several departments, labs).
A low impact of the summer school, due to not attracting enough international participants, because of specific employed selection criteria or due to low interest in the proposed topic. (Low)	WP2	Partners will extend their channels of communication to attract more international participants, such as various alumni or association networks (e.g. the European Association of Personality Psychology newsletter). Furthermore, researchers from the partners' universities will be invited to participate to the summer school.

7.2 Potential area for changes

Changes which require an Amendment

- Changes that will be considered necessary after findings in checks, reviews, audits or investigations carried out in the context of this grant.
- Suspension of the action implementation, by the beneficiaries
- Termination of the participation of one or more beneficiaries, by the beneficiaries
- Addition of new beneficiaries
- Delay of accession to project of beneficiaries

Changes which do NOT require an Amendment

- Budget transfers
- Inclusion of in-kind contributions against payment
- Subcontracting action tasks

7.3 Force majeure

If the envisioned course of the project will be influenced by a **Force Majeure**, the following actions will be adopted in shortest time possibly:
- Notification of the other party
- Limiting the damage
- Resume the activity as soon as possible

A force majeure can be considered any event that:

- prevents either party from fulfilling their obligations under the Agreement,
- was unforeseeable, exceptional situation and beyond the parties' control,
- was not due to error or negligence on their part (or on the part of third parties involved in the action), and
- proves to be inevitable in spite of exercising all due diligence.

7.4 COVID-19 pandemics as a force majeure situation

A concrete Force Majeure situation is the COVID-19 pandemics which started after project approval. Because many activities were planned to include face-to-face contact, it's necessary to adapt the already planned and approved project to the pandemic context. For all interpersonal activities we will prioritize the option of transferring them in an online format (e.g., Summer schools, Consortium Meetings, Workshops and meetings with stakeholders, Conference attendance). Even though the quality of these activities may suffer when held online, we anticipate a higher reach to participants due to the ease of attending an online event and the absence of travel necessity. For activities that involve lower number of people, we will explore the possibility of implementing them as envisioned initially, but with strict respect of all safety precautions. For instance, short-term mobility, expert meetings, staff exchanges, could still be held in person. If such a possibility would turn out to not be feasible, the duration or number of participants of these activities could be reduced. However, the majority of activities are feasible for the online context, so, as stated before, this option will be considered with priority.

7.5 Ethical aspects

The present project does not involve research on human embryos, foetuses, cells, and tissues, nor on animals. Furthermore, the research does not concern the involvement of non-EU countries, it does not involve the use of elements that may cause harm to the environment, animals or plants, it will not result in dual-use technology, nor will it have a focus on civil applications. All studies that will be carried out during the project duration imply experimental designs and human participation, and will meet both national and international ethical requirements for this type of studies. In order to do so, the Ethical Principles in Social Science and Humanities research will be complied with. More specifically, we will provide measures to ensure the participants' rights, welfare, safety, dignity, integrity and autonomy.

The targeted sample is a non-clinical one, and it relies on general population. Therefore, no clinical population or vulnerable participants will be involved. Also, participants will be recruited as volunteers for social sciences research or as paid participants. In our scientific initiative, with the aim of respecting the ethical principles, we will follow three key aspects: from self-assessment (Ethics issues checklist, presented in Horizon 2020 Programme), to the construction of informed sheets, and consent forms and, lastly, to obtaining a notice (Ethics Approval) on compliance with ethical aspects in scientific research (Figure 1).

a) Ethics Self-Assessment

This part considers the ethical issues that will be taken into account for each study implemented during the project duration. The Ethics issues checklist will be used as a starting point in this process. In addition, each experimental design's particular aspects will be discussed with the consortium members and specified in the application forms for ethics approval. Sharing concerns related to momentarily unexpected ethical issues within the consortium proves continued reflection on any new ethical aspect that could emerge during the designing process.

b) Informed sheets, consent form and GDPR aspects

We will mandatorily provide an information sheet and a consent form regardless of the way used in recruiting participants. This information will be presented on a computer screen (personal computer screen for the online version of the data collection procedure, or laboratory computer screen, for the lab setting version used in collecting data). Before giving their consent, all participants will be provided with specific and concise information, expressed in an accessible and easily understandable manner.

The following aspects are considered essential and will be specified in every research study: voluntary participation, the possibility to withdraw at any time during the participation without any consequences, the option to communicate the decision that personal data collected will not be used in the analysis. Additionally, we will inform the participants that all these decisions will not affect receiving the incentives mentioned in the informed consent (e.g., money for participants outside the university that where recruited from online platforms, or course credit for the students). After participating in the study, all participants will be debriefed, thanked, and received the incentives mentioned. Respecting the general principle of maximizing benefits and minimizing risks/harm, we will conduct the studies in compliance with the GDPR.

c) Requiring ethics approval for each study

All studies will require copies of ethics approvals and the research participants' free and fully informed consent. Every
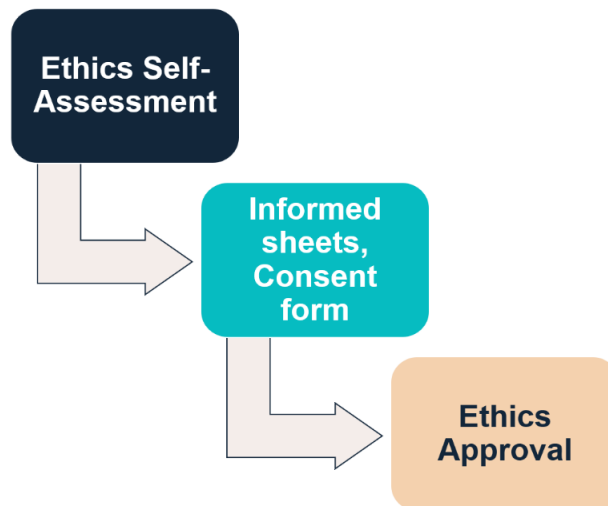
research proposal must explain why the planned research is necessary to justify the resources involved (time, money, etc.).

Figure 1. Ethics process

Given this requirement, in the application for ethics approval, we will attach to each planned study the justification for how the study implementation contributes to expanding the scientific understanding. For instance, given this approach's novelty, new insights would be brought up in how people learn differently due to their personality trait(s).

8. Dissemination and communication

8.1 What

In order to address this matter, the work package „Dissemination and exploitation of results" (WP4) is dedicated to dissemination and communication of the project outputs. The focus will be on enhancing the awareness regarding the research results and project activities. The results referred to are direct. In consequence, the focus will be on bringing light and on improving the understanding of mechanisms in which neuroticism and other personality dimensions act as risk-factors for developing psychological problems.

As a general basis, the following directions will be pursued during the dissemination and communication phase:

- dissemination of the project itself in order to promote the EU Research and Innovation funding programme Horizon 2020;
- dissemination of the scientific results from the joint research activities included in the Mentorship of Early Stage Researchers activity;
- communication of the acquired research management knowledge to a wider audience, both within UVT (e.g. at the institutional level), as well as well as outside of the UVT (e.g. community).

8.2 How

This aspect takes into account the way in which the project results will be conveyed in a material form. As seen below (Figure 2), from a quantitative perspective, the project results will be disseminated through two different tasks: a written publication in international journals) and an oral form (contributions presented at relevant international conferences). As a fundamental principle, we shall ensure open, free-of-charge access to the end-user to peer- reviewed scientific publications related to our results. In order to increase the utility of the publication, we will also provide additional rights, such as the right to copy, distribute, search, link, reproduce and disseminate the data via a research data repository without any charges for them.
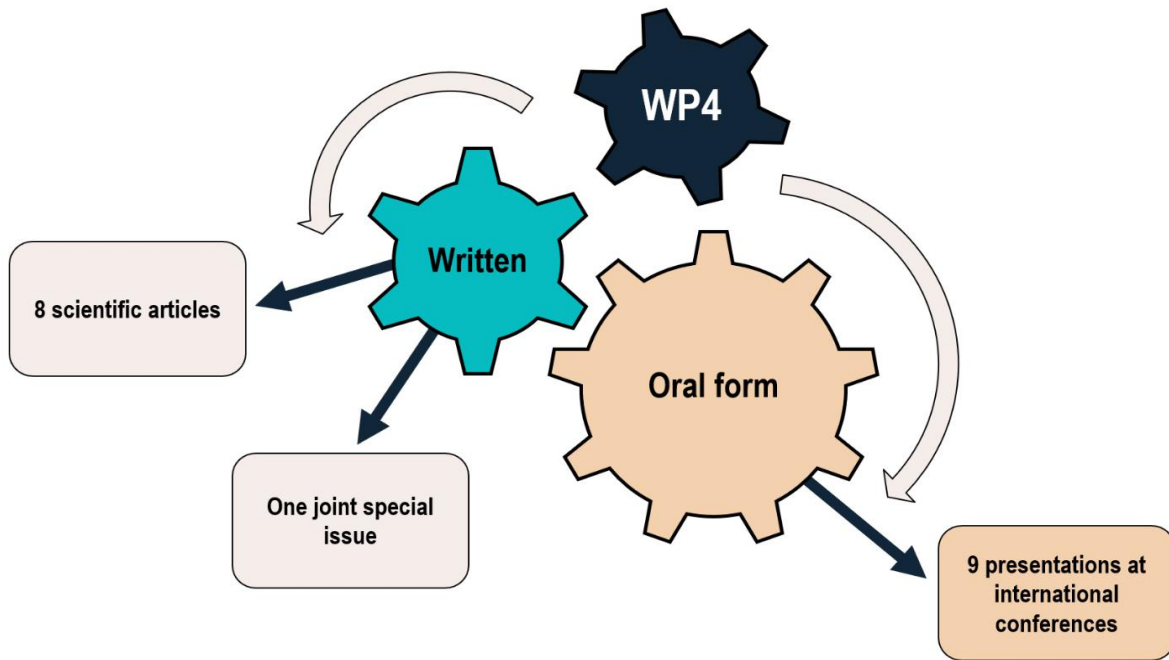
Figure 2. Dissemination and exploitation of results

The dissemination and exploitation of the project results will be implemented through well targeted channels: publications, official website, conferences, networks, and other educational events. All these channels will address the main target group: the academic and scientific community.

In order to reach society as a whole, outreach activities will also focus on a secondary target group: the general public, mainly youth involved in the educational and mental health system. With the objective of spreading the outcomes to the scientific and academic community, a dissemination and communication plan has been developed and it is presented below, in Table 5. As it can be seen from the mentioned table, our main effort will be put on maximizing the scientific impact. During the project, we could also update the plan and make it more detailed, in order to fulfil the exploitation and dissemination measures that are based on the following criteria: excellence, impact, quality and efficiency of their implementation.

Table 5. Dissemination and communication plan during the project implementation

Project results (WHAT)	Dissemination activity	Dissemination activity	Dissemination activity
1. Scientific protocol of the studies	On-line registration in the Open Science Framework (OSF) or similar	Researchers and peer reviewers	A minimum of 4 pre-registered protocols
2. Training materials of the Knowledge transfer during Summer School	Video files posted on YouTube with the summer school lectures	PhD students, Researchers	A minimum of 4 video files from each summer school
3. Project website	Publishing project results and training materials on the website	Scientific community and general audience	1 created website with a minimum of 1000 unique visitors at the end of the project
4. PowerPoint presentations of the project	Presentations during the expert meeting, workshops, closing gala, summer school, which are uploaded on project website	Scientists, partner members, research management stakeholders	Minim 1 presentation for each event (8 events – 1 expert meeting, 2 workshops, 2 summer schools, 2 outreach events, 1 closing gala)
5. Results underpinning the mentorship activity of early-stage researchers (experimental investigation regarding evaluative conditioning in neuroticism)	Publishing results in an international peer reviewed journal	Scientific research community	Minim 8 scientific accepted publications in journals indexed in Web of Science with acknowledgement
	Presenting results at International scientific conferences		Minim 1 conference participation/year, where all the participants in the project will submit communications with acknowledgement
6. Results underpinning the mentorship activity of	A special issue in an international scientific journal	Researchers, PhD students	1 already published, or in progress special issue (at the end of the

more experienced researchers			grant) based on already signed agreement with an international publisher / editor
7. A handbook on research management and training materials of the Knowledge transfer Workshops	Two workshops: (a) members of the Psychology Department not included in the project; (b) managers from various UVT levels involved in research management	Scientific community from UVT, with an emphasis on people who are in a management position relevant for implementing change in research management and structures	Two training sets with presenting materials, including the handbook with a minimum of 50 participants
	Meetings with the UVT leadership		1 synthetic report that includes institutional changes in research management
8. A summary of the project achievements	Presentation of main achievements during the Closing Gala	People with managerial responsibilities in research management within or outside UVT, other relevant stakeholders	A minimum of 30 participants at the Closing Gala
	Presentation of the main achievements and of recent advancements in the psychology science	Wider audience (prospective students, open days etc.)	A minimum of 2 outreach events

8.3 Rules

It is important for the dissemination phase to take a form which is consistent with the specific work package (WP4).

Furthermore, the consortium members should comply to a series of general requirement that safeguard good practices, such as:

- All deliverables, dissemination, and communication documents labelled as public will be made public by each responsible beneficiary as soon as possible. The communication process will involve appropriate public means;

- The access to these public outcomes will be made (free of charge via online means;

- In those outcomes where more partners are involved, dissemination or communication will not be made without prior consent of the other partners involved;

- The beneficiary that intends to disseminate must give the other beneficiaries — unless otherwise agreed — at least 45 days' advance notice (together with sufficient information on the dissemination);

- Each corresponding author should inform the project coordinator when a manuscript has been accepted for publishing (for monitoring proposes);

- Any dissemination (Art 29.4) and „any communication activity (Art 38) related to the action (including in electronic form, via social media, etc.) and any infrastructure, equipment and major results funded by the grant must":

a) display the EU emblem ⬛ and

b) include the following text:

„This project (LEARNVUL) has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 952464".