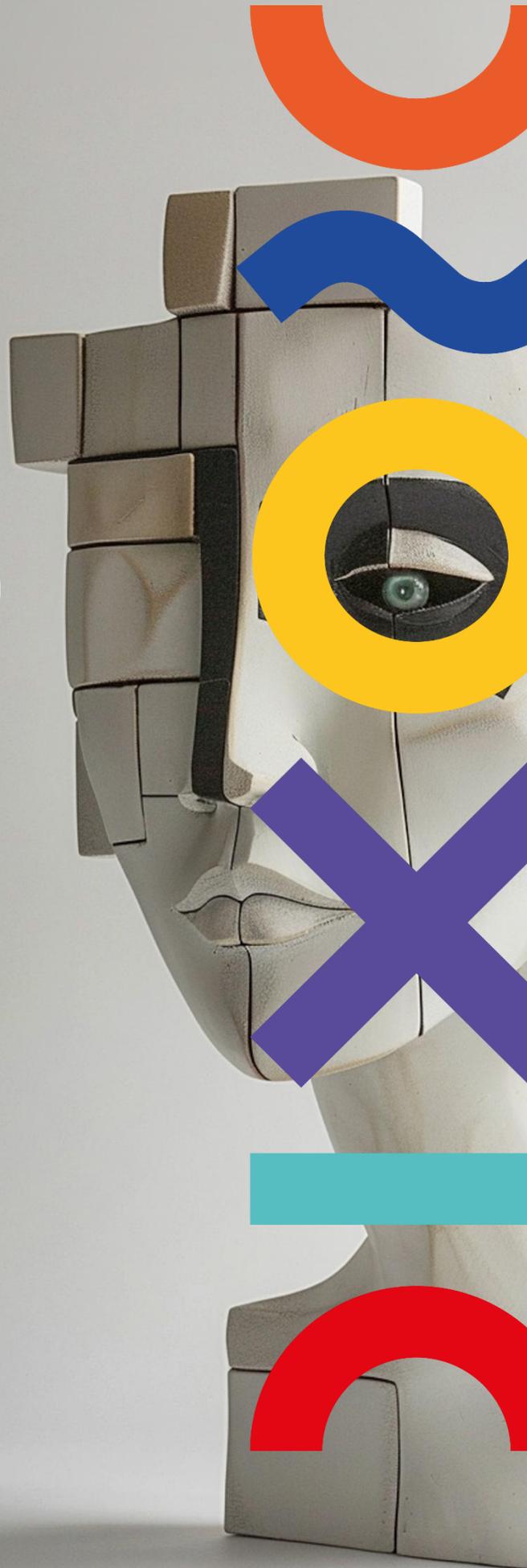




D1.1

Project Management
and Quality Assurance Plan



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D1.1 Project Management and Quality Assurance Plan

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AUTHORS

Małgorzata Walczak – Gomuła, ASM
 Agnieszka Kowalska, ASM
 Łukasz Wilczyński, ASM

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Executive summary

This deliverable presents the Project Management and Quality Assurance Plan of the ENCODE project and defines the governance, coordination, monitoring, and quality assurance mechanisms guiding project implementation. It provides a clear operational framework to ensure effective collaboration among consortium partners, timely delivery of outputs, and compliance with the Grant Agreement, the Consortium Agreement.

The document details the project governance structure, clearly distinguishing strategic decision-making by the General Assembly, operational coordination by the Project Coordinator, and technical implementation by Work Package and Task Leaders. Decision-making procedures are explicitly defined, including voting rules, written decision procedures applicable between General Assembly meetings, and mechanisms ensuring operational continuity while preserving the General Assembly's exclusive authority.

The deliverable further establishes a single, structured internal review process applicable to all project deliverables. This process combines a defined preparation timeline, internal peer review, and an additional compliance check by the Project Coordinator to ensure alignment with the Description of Action, project objectives, agreed methodologies, and consortium decisions. A standardised deliverable review checklist is applied consistently to support transparency, traceability, and quality assurance.

To mitigate the risk of substantial revisions at a late stage, quality assurance is integrated into ongoing project implementation through regular Work Package meetings, early discussion of draft tables of contents and methodological approaches, and continuous progress monitoring. Together with defined reporting, communication, risk management, and financial management procedures, these measures provide a coherent and proportionate management framework supporting the effective and compliant implementation of the ENCODE project.

1. INTRODUCTION

1.1 OBJECTIVES OF DELIVERABLE

Deliverable D1.1, entitled "Project Management and Quality Assurance Plan", is critical to the successful implementation of the ENCODE project. The document defines the processes, procedures, and organisational arrangements that guide project execution and ensure high-quality outputs throughout the project lifecycle.

The ENCODE project is implemented within an integrated methodological and managerial framework. The methodological framework is defined in the Description of Action and operationalised through agreed research designs, methodological guidelines, and cross-work-package coordination mechanisms that are regularly discussed in Work Package meetings. This approach ensures consistency across scientific activities and supports alignment with the project's objectives.

The managerial framework ensures coherence and direction through clearly defined governance structures, decision-making procedures, quality assurance mechanisms, and monitoring tools described in this deliverable. By establishing clear roles and responsibilities, communication protocols, and risk management strategies, the plan ensures that project activities are systematically coordinated, monitored, and adjusted where necessary, with particular attention to the interrelation and dependencies between tasks and work packages to ensure coherent and integrated implementation.

Through this structured and integrated approach, the Project Management and Quality Assurance Plan supports operational efficiency, enhances collaboration among consortium partners, and maintains transparency and accountability. Ultimately, this deliverable provides a robust foundation for coordinated project implementation and contributes to achieving ENCODE's broader objectives of fostering positive emotional engagement in European democratic processes.

1.2 STRUCTURE OF THE DOCUMENT

The deliverable is organised into the following sections:

- Chapter 1 – Introduction - introduces the deliverable.
- Chapter 2 – Project Overview – highlights basic information about the project, including overall details, beneficiaries, and structure.
- Chapter 3 – Project Implementation – outlines the governance structure and decision-making processes of the project. Moreover, this section outlines the roles, responsibilities, and project timeline.
- Chapter 4 – Project Reporting – provides information on the reporting process and key dates to ensure project quality.

- Chapter 5 – Internal Project Communication – describes the communication processes within the project consortium.
- Chapter 6 – Risks – presents identified risks as well as mitigation strategies.

1.3 RELATION TO OTHER TASKS

D1.1 is an internal management document related to all other deliverables in WP1, which address different aspects of project management. Moreover, this deliverable directly or indirectly impacts all other WPs in the project. The list of all WP1 deliverables is presented in the table below.

Table 1 - WP1 related deliverables

Number	Deliverable name	Short Description	Delivery Month
D1.1	Project Management and Quality Assurance Plan	Project guide for Partners	2
D1.2	Data Management Plan	Document detailing procedures for managing data	4
D1.3	Procedures and criteria for identification and recruitment of research participants	Document detailing identification and recruitment procedures	3
D1.4	Personal Data Management Plan	Plan to manage personal data	3

2 PROJECT OVERVIEW

2.1 PROJECT IDENTIFICATION

Table 2 presents key information related to project identification.

Table 2 - Project identification

Acronym	ENCODE
Title	Unveiling emotional dimensions of politics to foster European democracy
Funding scheme	HORIZON EUROPE
Topic	HORIZON-CL2-2023-DEMOCRACY-01-04: The emotional politics of democracies
Start date	1.06.2024
End date	31.05.2027
Duration	36 months
Total cost	3 035 393.75 EUR
EU contribution	3 035 393.75 EUR
Grant number	No. 101132698

The ENCODE project comprises 10 partners from 8 EU countries, coordinated by ASM Research Solutions Strategy. A complete list of partners is provided in Table 3.

Table 3 - Project partners

Acronym	Name	Country
ASM	ASM Research Solutions Strategy	Poland
UWR	University of Wroclaw	Poland
UCPH	University of Copenhagen	Denmark
UNIVIE	University of Vienna	Austria
RIE	Re-Imagine Europa	Belgium
PBY	PredictBy	Spain
ECPS	European Center for Populism Studies	Belgium
CSD	Center for the Study of Democracy	Bulgaria
IDSCS	Institute for Democracy	North Macedonia
UNSA	University of Sarajevo	Bosnia and Herzegovina

2.2 PROJECT SUMMARY

Although emotions significantly influence political decisions, creating democratically meaningful emotional narratives in politics remains largely unexplored. ENCODE aims to decode the meanings of emotions and incorporate them into policy-making strategies to foster a positive emotional shift and break the cycle of depolarisation. To achieve this, ENCODE develops its conceptual frameworks based on a new concept of affective pluralisation, as opposed to affective polarisation. This concept guides empirical research conducted across six geographically diverse European countries, including both EU Member States and candidate countries. The study employs a range of methods, including desk research, sentiment analysis, biometric research, in-depth interviews, experiments, and panel surveys, ensuring the accuracy and validity of the findings through triangulation. The main outputs of this research include a catalogue of best practices for tackling disinformation on social media, emotional gap maps, validated survey questions, and democratic resilience heatmaps. These outputs aim not only to enhance the current scientific framework but also to support the development of future emotional narratives co-designed by diverse citizen groups in innovation labs and validated through Delphi expert panels and vignette experiments. This bottom-up approach, rooted in citizen science, ensures that policy-making strategies are initially created by citizens and subsequently refined by expert teams. Finally, an implementation roadmap and future foresight scenarios will be developed and widely disseminated across the EU and its community of over 1,000 members. This strategy fosters emotional connections among citizens, increases trust in governance, and supports better-informed political decision-making and communication.

2.3 WORK PACKAGES

Table 4 below presents the list of ENCODE work packages (WPs), detailing WP title, WP leader, and the corresponding start and end months. The ENCODE project comprises a total of nine (9) work packages.

- WP1 & WP9 are related to the project management.
- WP2 – WP7 are related directly to the scientific scope and objectives of the project.
- WP8 is related to the communication, dissemination and exploitation.

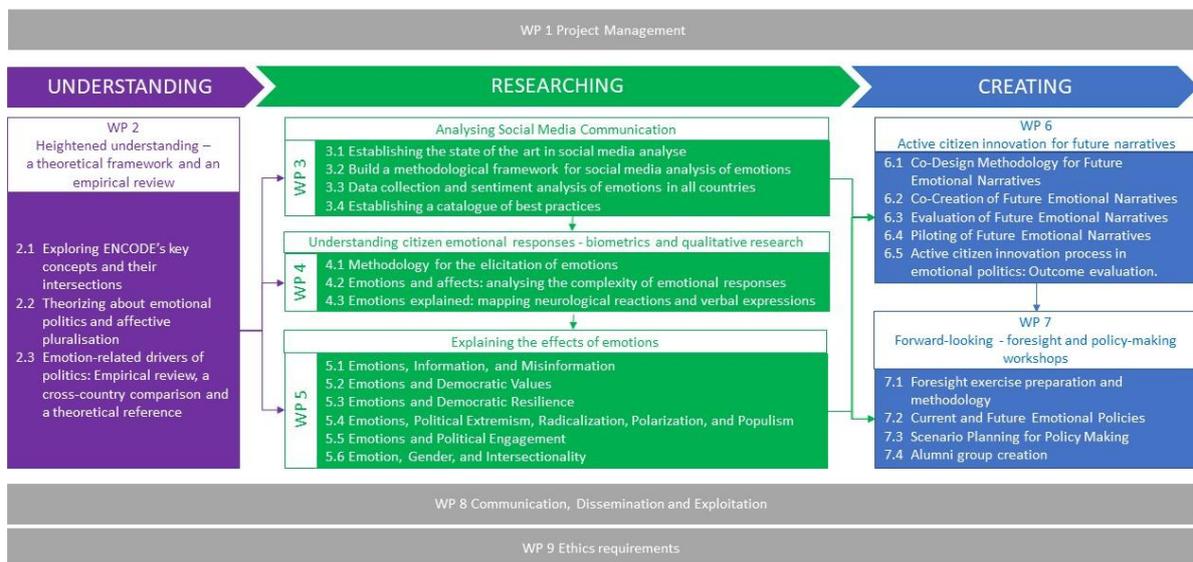
Table 4 - Project work packages

WP	Title	Leader	Start month	End month
1	Project Management	ASM	1	36
2	Heightened understanding – a theoretical framework and an empirical review	UWR	1	8

3	Analysing Social Media Communication	PBY	1	15
4	Understanding citizen emotional responses - biometrics and qualitative research	ASM	12	16
5	Explaining the effects of emotions	UNIVIE	13	28
6	Active citizen innovation for future narratives	CSD	12	33
7	Forward-looking - foresight and policymaking workshops	UNSA	23	36
8	Communication, Dissemination and Exploitation	ECPS	1	36
9	Ethics requirements	ASM	1	36

Figure 1 presents the flowchart of the project work packages, illustrating the interrelations and dependencies, as well as the overall project logic. A detailed breakdown of each work package and its associated tasks is provided in Table 6 (WP and task responsibilities).

Figure 1 – ENCODE Pert chart



Conceptual and theoretical insights developed in the early scientific work package 2 provide the foundation for empirical analyses, experimental designs, and data collection activities, while results generated through social network analysis, sentiment analysis, surveys, and experiments are jointly interpreted and synthesised across work packages and used as a base for the narratives' co-creation. Participatory and co-creation activities further refine and validate scientific findings by integrating empirical evidence with stakeholder perspectives, feeding back into analytical interpretation and synthesis, and ultimately supporting the development of policy-relevant outputs, including policy briefs, roadmaps, and guidelines tailored to current and emerging emotions related to identities and values.

2.4 PROJECT MILESTONES

Project milestones mark the achievement of key objectives within the project. They are used between tasks as verification points to ensure that project goals are being met. Milestones are defined in a way that encourages task leaders and participants to achieve meaningful results before task completion, ensuring smooth progress in task implementation and preventing delays in the delivery of associated deliverables. The list of ENCODE project milestones, along with the respective responsible leaders and due dates, is presented in Table 5.

Table 5 - Project milestones

Milestone number	Milestone name	WP	Leader	Means of Verification	Due Date (Month)
1	Key ENCODE's concepts and their intersections	WP2	UWR	Report containing a conceptualization and analysis of the key concepts, the analysis of their intersections, and political meaning.	6
2	An analysis of emotions on several topics in social media	WP3	PBY	Report containing the methodology, data inputs, and outcomes of the sentiment analysis	13
3	Understanding the internal diversity of emotional responses	WP4	ASM	Report contrasting neurobiological data and in-depth interviews	15
4	Understanding the effect of emotions for democracy	WP5	UNIVIE	Report contrasting the role of positive and negative emotions for democratic behaviour and attitudes.	28
5	Understanding democratic resilience	WP5	UNIVIE	Index of democratic resilience across Europe visualised by a heat-map.	28
6	Creating future emotional narratives	WP6	CSD	Co-Creation Report on the outcomes of the innovation labs performed under Task 6.2.	29
7	Policy recommendations on the role of	WP7	CSD	Policy brief based on the 6 workshops performed under Task 7.2.	34

	emotions in policymaking.				
8	Future scenarios and a roadmap for policy recommendations	WP7	RIE	Future scenarios on the emotions in politics, and the roadmap for implementation of recommendations.	34
9	Achieving high and wide impact in terms of disseminating the research results to relevant stakeholders including final diffusion of knowledge at ENCODE conference	WP8	ECPS	At least 1000 members in the ENCODE Stakeholders' Community to which ENCODE final results are disseminated. Successful organisation of 3 ENCODE key events: 2 workshops and final conference with the participation of at least 200 key stakeholders.	36

3 PROJECT IMPLEMENTATION

This chapter outlines the project governance and decision-making process, as well as the partners' responsibilities, timelines, and efforts involved in the execution of the project work.

The implementation of ENCODE relies on a tightly interconnected framework linking research activities, quality assurance, and coordination mechanisms to ensure overall consistency and strategic direction. As defined in the Description of Action and presented in Figure 1 – ENCODE Pert chart **Table 1**, the project's research activities follow a sequenced and interdependent logic, combining desk research, data-driven analyses, experimental methods, and co-creation processes across multiple work packages. This methodological structure is operationalised through agreed research designs and shared methodological guidelines, ensuring comparability and coherence across countries, datasets, and analytical approaches.

Quality assurance mechanisms are embedded throughout this research process. Regular Work Package meetings provide a forum for early discussion of methodological choices, draft tables of contents, and analytical assumptions, enabling cross-work-package feedback and early identification of potential inconsistencies. This ongoing coordination is complemented by a structured

internal review process for all deliverables, including internal peer review and a compliance check by the Project Coordinator to verify alignment with the Description of Action, project objectives, agreed methodologies, and consortium decisions.

Coordination mechanisms ensure that insights from research activities and quality assurance processes are systematically translated into project-level steering and corrective action where needed. Work Package Leaders report progress and risks to the Project Coordinator, who ensures operational continuity between General Assembly meetings and escalates strategic issues to the General Assembly when required. Through this integrated approach, ENCODE ensures that research implementation, quality control, and coordination mutually reinforce each other, providing clear direction, maintaining methodological coherence, and supporting the timely and compliant achievement of project objectives.

3.1 PROJECT GOVERNANCE

Project implementation is a collaborative effort among all consortium members. Tailored to the size and complexity of the project, the consortium is organised into governance bodies designed to ensure efficient decision-making, timely implementation, and accountability across all project activities.

In line with the Consortium Agreement, the governance framework distinguishes clearly between **strategic decision-making** (General Assembly), **operational coordination** (Project Coordinator), and **technical implementation** (Work Package and Task Leaders).

Governance bodies The organisational structure of the Consortium comprises the following bodies:

- The **General Assembly** (GA) is the decision-making body of the Consortium. It is responsible for strategic decisions, including approval of major changes to the work plan, budget reallocations, conflict resolution, intellectual property rights (IPR), admission or exclusion of partners, as well as endorsement of major corrective measures.

In accordance with the Consortium Agreement, decisions taken by the General Assembly include, in particular:

- proposals for changes to Annexes 1 and 2 of the Grant Agreement to be agreed by the Granting Authority;
- changes to the Consortium Plan;
- approval of modifications or withdrawal of Background;
- entry of a new Party to the Project and approval of the settlement on the conditions of the accession of such a new Party;
- withdrawal of a Party from the Project and the approval of the settlement on the conditions of the withdrawal;

- identification of a breach by a Party of its obligations under this Consortium Agreement or the Grant Agreement;
- declaration of a Party to be a Defaulting Party, remedies to be performed by a Defaulting Party, termination of a Defaulting Party's participation in the consortium;
- proposal to the Granting Authority for a change of the Coordinator;
- proposal to the Granting Authority for suspension or termination of the Project and the Consortium Agreement.

The General Assembly is made up of one representative from each consortium partner involved in the project. Each representative has one vote on behalf of their organisation. Representatives are usually senior researchers or administrative staff who are directly involved in the project. All General Assembly members are authorised to discuss, negotiate, and make decisions on project-related matters. If a decision requires prior approval within an organisation, the Coordinator will clearly indicate in the meeting agenda which decisions will be taken. This allows members to prepare in advance and consult internally before the meeting.

Any changes to General Assembly representatives should be communicated to the Project Coordinator as soon as possible. If, in exceptional circumstances, a General Assembly member is unable to participate in a meeting, the organisation may appoint a proxy to attend and vote on its behalf. The proxy should be duly authorised and communicated to the Project Coordinator in advance of the meeting whenever possible.

General Assembly meetings are organised approximately **twice per year**. Table 10 presents the indicative plan for face-to-face General Assembly meetings.

- **The Project Coordinator (PC)** is the legal entity acting as the intermediary between the consortium and the Granting Authority and is responsible for ensuring the effective and compliant implementation of the ENCODE project. ASM acts as the Project Coordinator.

In line with the Grant Agreement and the Consortium Agreement, the Project Coordinator's responsibilities include, in particular:

- monitor compliance of all consortium partners with their obligations under the GA and the CA;
- maintain and regularly update the official list of consortium members and contact persons, ensuring its availability to all partners;
- collect, review, verify consistency, and submit technical and financial reports, deliverables, financial statements, certifications, and any additional documents requested by the European Commission;
- prepare, convene, and chair General Assembly meetings, including proposing decisions, preparing agendas, drafting and circulating minutes, and monitoring the implementation of decisions taken;

- ensure timely transmission of all project-related documents and information to the relevant consortium partners;
- administer the financial contribution received from the European Commission and carry out the financial management tasks defined in the Consortium Agreement, including the distribution of payments to partners;
- support Consortium Partners in compliance with project activities with applicable local, national, and EU-level rules and directives on ethics and data protection;
- ensure that all tools, methodologies, and data processing activities developed within the project are fully compliant with the General Data Protection Regulation (GDPR).

Work Package and Task Leaders

In addition to the General Assembly and the Project Coordinator, project implementation is supported by Work Package and Task Leaders:

- Work Package Leaders (WP Leaders) are responsible for the scientific and technical coordination of their respective work packages. They oversee task implementation, ensure alignment with project objectives, monitor progress, and report regularly to the Project Coordinator through bi-monthly online coordination meetings. WP Leaders of WP2–WP7 are also expected to organise or co-organise technical meetings related to their activities and tasks.
- Task Leaders manage the operational execution of individual tasks and are responsible for day-to-day technical decisions within their task scope.

This governance structure ensures continuous progress across all tasks and active engagement of all consortium members.

The detailed rules governing cooperation between partners are defined in the Consortium Agreement, signed by all ENCODE partners prior to project start. As stipulated therein, all partners commit to efficient project implementation and to fulfilling their obligations under the Grant Agreement and the Consortium Agreement in a timely and cooperative manner.

3.2 DECISION-MAKING FRAMEWORK AND PROCESS

Decision-making within ENCODE follows the procedures set out in the Consortium Agreement.

- Consensus is sought as the preferred decision-making approach at all governance levels.
- Where consensus cannot be achieved, decisions are taken in accordance with the formal voting rules of the Consortium Agreement.

General Assembly decisions

The General Assembly may take decisions during GA meetings, during extraordinary or ad-hoc online GA meetings, or without a meeting through a written procedure, in accordance with the Consortium Agreement. For General Assembly decisions:

- a quorum of **two-thirds (2/3) of Members present or represented** is required;
- each Member has **one vote**;
- decisions are taken by a **two-thirds (2/3) majority of the votes cast**;
- Defaulting Parties do not hold voting rights;
- veto rights apply as defined in Section 6.2.4 of the Consortium Agreement.

Decisions between General Assembly meetings

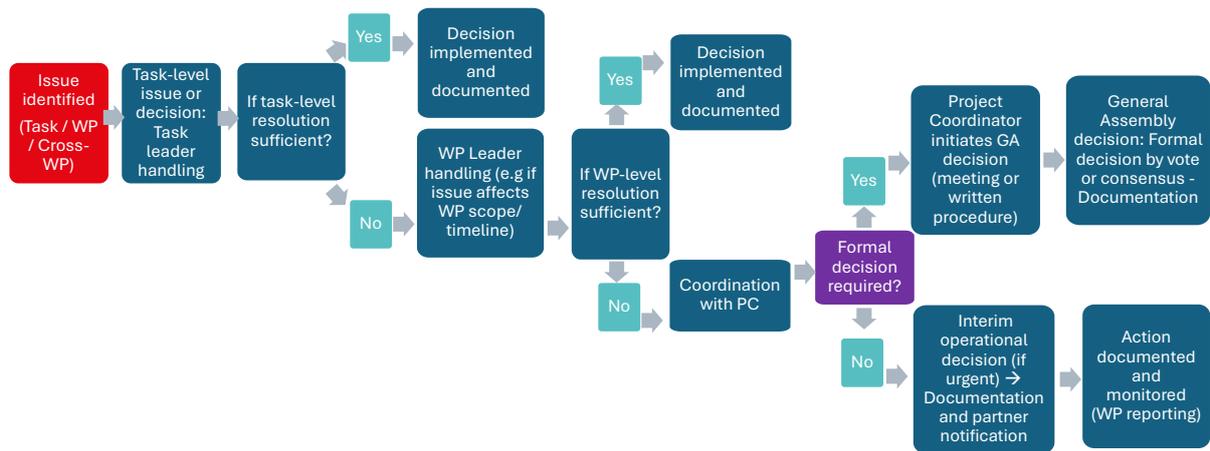
- Between General Assembly meetings, **operational continuity is ensured by the Project Coordinator**, who coordinates implementation activities and may initiate written decision procedures of the General Assembly where a formal decision is required.
- Urgent operational matters (e.g. coordination of corrective measures, mitigation of implementation risks, administrative continuity) are managed by the Project Coordinator **within the limits of its coordination role**, without prejudice to the exclusive decision-making authority of the General Assembly.

All **decisions taken without a meeting** follow the formal written procedure defined in the Consortium Agreement:

- The Coordinator circulates to all Members of the General Assembly a suggested decision with a deadline for responses of at least 10 calendar days
- The decision is agreed according to the voting rules defined in 6.2.3.4 (majority of two-thirds (2/3) of the votes cast).
- The Coordinator shall inform all the Parties of the outcome of the vote.
- The decision will be binding after the Coordinator sends a notification to all Members.
- The Coordinator will keep records of the votes and make them available to the Parties on request.

Figure 2 - Decision-making flow chart below presents the decision-making flow chart, illustrating the sequential steps and key decision points guiding the process.

Figure 2 - Decision-making flow chart



3.3 PROJECT WORK PACKAGES AND TASK LEADERS RESPONSIBILITIES

The table below presents the breakdown of work packages and tasks, indicating the responsible partners and contributors.

Table 6 - WP and tasks responsibilities

WP	WP name	WP Leader	Task name	Task Leader	Contributors
1	Project Management	ASM	T1.1 Project and Risk Management monitoring	ASM	All partners
			T1.2 Quality assurance and evaluation	ASM	All partners
			T1.3 Managing intra-consortium communication	ASM	All partners
			T1.4 Data Management	ASM	All partners
2	Heightened understanding – a theoretical framework and an empirical review	UWR	T2.1 Exploring ENCODE’s key concepts and their intersections	UWR	RIE, UCPH, UNIVIE, CSD, IDSCS, UNSA
			T2.2 Theorizing about emotional politics and affective pluralisation	UWR	IDSCS, RIE, UCPH, UNIVIE, UNSA
			T2.3 Emotion-related drivers of politics:	ASM	All partners

			Empirical review, a cross-country comparison and a theoretical reference		
3	Analysing Social Media Communication	PBY	T3.1 Establishing the state of art in social media analysis	PBY	RIE
			T3.2 Build a methodological framework for social media analysis of emotions	PBY	UWR, UNIVIE, RIE
			T3.3 Data collection and sentiment analysis of emotions in all countries	PBY	CSD, IDSCS, RIE, UCPH, UNIVIE, UNSA, UWR, ASM
			T3.4 Establishing a catalogue of best practices	RIE	UWR, UNIVIE, RIE, ECPS, CSD, PBY
4	Understanding citizen emotional responses - biometrics and qualitative research	ASM	T4.1 Methodology for elicitation of emotions	ASM	UNIVIE, UCPH, PBY
			T4.2 Emotions and affects: analysing the complexity of emotional responses	ASM	CSD, UNIVIE, UCPH, UWR
			T4.3 Emotions explained: mapping neurological reactions and verbal expressions	ASM	CSD, UNIVIE, UCPH
5	Explaining the effects of emotions	UNIVIE	T5.1 Emotions, Information, and Misinformation	UNIVIE	UCHP, CSD, ASM, PBY, RIE
			T5.2 Emotions and Democratic Values	UNIVIE	UCHP, PBY, CSD, UWR, ASM
			T5.3 Emotions and Democratic Resilience	UNIVIE	UCHP, CSD, ASM, IDSCS, UNSA, ECPS
			T5.4 Emotions, Political Extremism, Radicalisation, Polarisation, and	UNIVIE	UCHP, CSD, UWR, ASM, RIE

			Populism		
			T5.5 Emotions and Political Engagement	UNIVIE	UCHP, CSD, ASM, RIE, IDSCS, UNSA
			T5.6 Emotion, Gender and Intersectionality	UNIVIE	UCHP, CSD, UWR, ASM, IDSCS, UNSA
6	Active citizen innovation for future narratives	CSD	T6.1 Co-design methodology for future emotional narratives	RIE	CSD, ASM, UNIVIE, UCPH, IDSCS
			T6.2 Co-creation of future emotional narratives	CSD	ASM, UNIVIE, UCPH, IDSCS, UNSA
			T6.3 Evaluation of future emotional narratives	CSD	ASM, UNIVIE, UCPH, IDSCS, UNSA
			T6.4 Piloting of future emotional narratives	CSD	RIE, UWR, ASM, UNIVIE, UCPH, IDSCS, UNSA
			T6.5 Active citizen innovation process in emotional politics	UNIVIE	RIE, CSD, ASM, UCPH, IDSCS, UNSA
7	Forward-looking - foresight and policymaking workshops	UNSA	T7.1 Foresight exercise preparation and methodology	UNSA	ASM, PBYM UWR, CSD, IDSCS, UCPH, RIE
			T7.2 Current and future emotional policies	CSD	UNSA, RIE, UWR, ECPS, UNIVIE, UCPH, IDSCSM PBY, ASM
			T7.3 Scenario Planning for policy making	RIE	CSD, UWR, ECPS,

					UNIVIE UCPH, IDSCS, PBY UNSA
			T7.4 Alumni group creation	UNSA	All partners
8	Communication, Dissemination and Exploitation	ECPS	T8.1 The Dissemination and Communication Plan	ECPS	ASM, RIE
			T8.2 Communication with stakeholder communities and general public	ECPS	All partners
			T8.3 Dissemination activities to foster knowledge transfer and policy dialogue	ECPS	All partners
			T8.4 Outreach in academia and public engagement	ECPS	All partners
			T8.5 Sustainability and exploitation	ASM	All partners
9	Ethics requirements	ASM			

3.2 PROJECT TIMELINE

The ENCODE work plan follows the proposed Gantt Chart (see Annex 1 – ENCODE Gantt Chart), which details the start and end dates of all work packages and tasks. Although deliverables are not explicitly indicated in the Gantt Chart, most are scheduled to coincide with the completion of the relevant tasks.

4 PROJECT REPORTING AND QUALITY ASSURANCE

4.1 PERIODIC REPORTING

The ENCODE project has two reporting periods as presented in the table below.

Table 7 - Project reporting periods

Report number	From Month	To Month	Duration in months	Start date	End date	Report deadline
---------------	------------	----------	--------------------	------------	----------	-----------------

1	M1	M12	12	1.06.2024	31.05.2025	30.07.2025
2	M13	M36	24	1.07.2025	31.05.2027	30.07.2027

Periodic reports to the European Commission will include a technical report detailing the work conducted by the beneficiaries, progress towards the project objectives, and information on the use of resources, including subcontracting by third parties. In addition, each beneficiary will be required to submit an individual financial statement for the relevant reporting period.

The consortium has 60 days after the end of each reporting period to submit the periodic report. This report must be submitted on time by the Project Coordinator (PC) through the Continuous Reporting tab on the EC Participant Portal. The PC will review all reports and notify the Project Officer (PO) of any unexpected difficulties in preparation, such as delays in receiving information from partners or major discrepancies and propose a contingency plan if necessary.

These reports demonstrate the project's achievements and efforts during the reporting period. Following submission, if requested by the EC, the consortium will participate in a review meeting organised by the PO to discuss progress and incorporate the EC's feedback and comments.

The PC will provide templates for all beneficiaries to follow when preparing both technical reports and financial statements.

4.2 CONTINUOUS REPORTING AND MONITORING

Throughout its duration, the project will produce various deliverables and achieve significant milestones. This is an ongoing process that will be guided and monitored by the coordinator. The coordinator will ensure that all activities are on track and aligned with the project's objectives.

During each General Assembly meeting, the progress of the project will be thoroughly assessed. These evaluations will include a review of completed deliverables, milestones achieved, and any challenges encountered. The discussions will focus on the effectiveness of the implementation strategies, adherence to the timeline, and the overall impact of the project's outcomes. This continuous monitoring and evaluation process will enable the timely identification of any necessary adjustments, ensuring that the project remains on track to achieve its objectives and maintains a high level of quality. Table 8 below provides a comprehensive list of the project deliverables.

Table 8 - Deliverables list

WP number	Deliverable number	Deliverable name	Deliverable description	Responsible partner	Due date (month)
WP1	D1.1	Project Management and Quality Assurance Plan	Project guide for Partners	ASM	M2
WP3	D3.1	Overview of the state-of-the-art	The outcomes of the systematic literature review and desk research.	PBY	M3
WP1	D1.3	Procedures and criteria for identification and recruitment of research participants	Document detailing identification and recruitment procedures	ASM	M3
WP1	D1.4	Personal Data Management Plan	Plan to manage personal data	ASM	M3
WP8	D8.1	Communication, Dissemination and Exploitation Plan	The project's communication and dissemination strategy, plan and first ideas on exploitation strategy.	ECPS	M4
WP1	D1.2	Data Management Plan	Document detailing procedures for managing data	ASM	M4
WP9	D9.1	OEI - Requirement No. 1	Ethics Advisor	ASM	M5
WP2	D2.1	Key ENCODE's concepts and their intersections	Report establishing the key concepts of the project and the intersections thereof to be applied in further research.	UWR	M5
WP3	D3.2	Detailed methodology of the social networking analyses	Description of the exact methodology to of the data	PBY	M5

			collection and the analyses.		
WP2	D2.2	Theories of emotional politics	Report on dominant theories on the relationships between emotions and politics, presenting a theory of affective pluralisation	UWR	M7
WP2	D2.3	Emotion-related drivers of politics	Report based on an empirical desk research, a starting point for ENCODE's primary studies and further research.	ASM	M8
WP3	D3.3	Sentiment analysis	An analysis of emotions on several topics and posts in all the countries.	PBY	M13
WP4	D4.1	Methodology for the elicitation of emotions	A set of methodological guidelines comprising visual prompts.	ASM	M13
WP8	D8.2	Communication and Dissemination update report	Communication and dissemination strategy and activities will be reported, evaluated and updated if needed. Plans for next year will be presented.	ECPS	M13
WP3	D3.4	Catalogue of best practices	The summary of best practices on how to tackle disinformation and fake news.	RIE	M15

WP4	D4.2	Generating emotional responses	Final report contrasting biometrics and qualitative data.	ASM	M15
WP4	D4.3	Emotional maps	Four maps representing differences between biological reactions and emotional responses for each country.	ASM	M16
WP5	D5.1	Emotions and cognitive and learning effects	Report on cognitive and learning effects of positive and negative emotions.	UNIVIE	M18
WP5	D5.2	Experimentally-validated survey questions	Experimentally-validated survey questions for panel data.	UNIVIE	M18
WP6	D6.1	Co-Creation Methodology	Specific methodological guidelines fine-tuned for adapting the co-creation approach for the needs of ENCODE	RIE	M20
WP5	D5.3	Proof of concept: democratic resilience	Index of democratic resilience (visualised by "heat maps").	UNIVIE	M24
WP8	D8.3	Communication, Dissemination and Exploitation update report	Communication and dissemination strategy and activities reported, evaluated and updated if needed. Plans until project's end and detailed	ECPS	M25

			exploitation strategy on a project level as well as for each Partner.		
WP5	D5.4	Emotions and threats to democracy	Report on the roles of emotions for threats to democracy.	UNIVIE	M28
WP5	D5.5	Emotions and mobilisation	Report on the role of emotions for political mobilisation.	UNIVIE	M28
WP5	D5.6	Emotions, gender, and intersectionality	Report on gender and intersectionality for the outcomes of emotional processes.	UNIVIE	M28
WP6	D6.2	Co-Creation Report	Report about the innovation workshops and implementing the co-creation methodology (specific materials and work plans for labs, etc.).	CSD	M29
WP7	D7.1	Workshops including guidelines and materials	Methodology, guidelines and materials for conducting foresight workshops.	UNSA	M29
WP6	D6.5	Summary report of the co-creation evaluation	Summary report of the outcome evaluation performed under Task 6.5.	UNIVIE	M30
WP6	D6.3	Anonymized dataset	Anonymized open-source dataset based on the piloting in Task 6.4.	CSD	M33
WP6	D6.4	Handbook of emotional politics of the future narratives	The handbook includes the	CSD	M33

			narratives produced in the citizen innovation labs, the results from the validation in T6.3 and the piloting in T6.4.		
WP7	D7.2	Policy brief based on the 6 workshops	Policy brief based on the 6 workshops performed under Task 7.2.	CSD	M34
WP7	D7.3	Future scenarios and the roadmap for policy recommendations	Four future scenarios and a roadmap for policymaking recommendations.	RIE	M34
WP8	D8.5	Sustainability and Exploitation Report	Final sustainability strategy and exploitation plans including activities after project end and expected impact.	ASM	M34
WP7	D7.4	Report on Creating the Alumni group	Report summarising the activities undertaken to create the network and its activities.	UNSA	M36
WP8	D8.4	Dissemination and Outreach Report	An evaluation report on the dissemination and outreach activities during the project, including qualitative and quantitative data.	ECPS	M36

To ensure the high quality of deliverables, the Project Coordinator has established an internal preparation and review process. This process complements regular discussions and meetings by introducing a structured timeline and review protocol,

with the aim of ensuring consistency and accuracy across all project outputs. The process includes:

1. **Structured timeline:** Each deliverable has a predefined timeline that includes key milestones and deadlines. This approach ensures that all tasks are completed in a timely manner and allows for effective planning and appropriate allocation of resources.
2. **Review process:** Deliverables undergo a structured internal review process before final submission. This includes multiple stages of feedback and revisions (by the nominated reviewers and the Project Coordinator), ensuring that all outputs meet the project's quality standards. Where the review identifies issues with potential cross-work-package, ethical, or strategic implications, the Project Coordinator ensures appropriate follow-up, including coordination with the relevant Work Package Leaders and, where necessary, escalation in accordance with the project's governance and decision-making framework.
3. **Quality assurance:** The coordinator oversees the entire preparation process, ensuring that each deliverable aligns with the project's goals and requirements. This oversight helps to identify and address any issues early in the process.
4. **Continuous improvement:** Feedback from the review process is used to continually improve the preparation of future deliverables. This iterative approach enhances the overall quality and effectiveness of the project's outputs.

By implementing this internal process, the project ensures that all deliverables are of the highest quality, meeting the expectations of stakeholders and contributing to the achievement of project objectives. The figure below details the rationale behind this approach.

Figure 3 - Review process

<p>Call for Deliverable – 8 weeks in advance Initiation of the deliverable preparation process, including confirmation of scope and preparation of a draft table of contents (ToC).</p>
<p>Author to send a draft to the reviewers – 4 weeks in advance: The lead author submits a complete draft to the assigned internal reviewer(s) and the Project Coordinator.</p>
<p>Review phase – 1 week: Internal reviewer(s) and the Project Coordinator review the draft and provide consolidated comments. In addition to content quality, the Project Coordinator performs a compliance check to verify alignment with the Description of Action, project objectives, agreed methodologies, and relevant consortium decisions.</p>
<p>Revision phase – 2 weeks: The author addresses review comments, implements revisions, and prepares the final version of the deliverable.</p>

Final Coordinator check and submission – 1 week:
 The Project Coordinator performs a final verification (formatting, completeness, and compliance) and submits the deliverable to the Participant Portal by the contractual deadline.

To ensure consistency and transparency across all deliverables, the Project Coordinator uses a **standardised deliverable review checklist** (ANNEX 2. DELIVERABLES’ REVIEW CHECKLIST), applied systematically by internal reviewers. The checklist covers formatting, structure, methodological soundness, ethical and data protection aspects, consistency with project terminology, integration with other work packages, and alignment with project objectives. The checklist reflects elements discussed during the first project review meeting and is archived in the project repository.

In addition, the risk of major revisions at a late stage is mitigated through **monthly Work Package meetings** during active implementation phases. During these meetings, draft tables of contents, methodological approaches, and analytical guidelines are presented and discussed among partners at an early stage, ensuring alignment across work packages and reducing the likelihood of substantial changes during the formal review phase.

During the first month of the project, the Project Coordinator also specified which partner would be responsible for reviewing each of the produced deliverables. The allocation of reviewers is presented in the table below:

Table 9 – Internal reviewer allocation for project deliverables

WP number	Deliverable number	Deliverable name	Authors	Reviewers
WP1	D1.1	Project Management and Quality Assurance Plan	ASM	PBY
WP3	D3.1	Overview of the state-of the art	PBY	UWR
WP1	D1.3	Procedures and criteria for identification and recruitment of research participants	ASM	CSD
WP1	D1.4	Personal Data Management Plan	ASM	ECPS
WP8	D8.1	Communication, Dissemination and Exploitation Plan	ECPS	ASM
WP1	D1.2	Data Management Plan	ASM	RIE
WP9	D9.1	OEI - Requirement No. 1	ASM	ECPS
WP2	D2.1	Key ENCODE’s concepts and their intersections	UWR	CSD
WP3	D3.2	Detailed methodology of the social networking analyses	PBY	UNIVIE
WP2	D2.2	Theories of emotional politics	UWR	IDSCS
WP2	D2.3	Emotion-related drivers of politics	ASM	RIE
WP3	D3.3	Sentiment analysis	PBY	UWR
WP4	D4.1	Methodology for the elicitation of emotions	ASM	UNIVIE

WP8	D8.2	Communication and Dissemination update report	ECPS	ASM
WP3	D3.4	Catalogue of best practices	RIE	IDSCS
WP4	D4.2	Generating emotional responses	ASM	PBY
WP4	D4.3	Emotional maps	ASM	CSD
WP5	D5.1	Emotions and cognitive and learning effects	UNIVIE	UWR
WP5	D5.2	Experimentally-validated survey questions	UNIVIE	UNSA
WP6	D6.1	Co-Creation Methodology	RIE	ASM
WP5	D5.3	Proof of concept: democratic resilience	UNIVIE	UCPH
WP8	D8.3	Communication, Dissemination and Exploitation update report	ECPS	ASM
WP5	D5.4	Emotions and threats to democracy	UNIVIE	UWR
WP5	D5.5	Emotions and mobilisation	UNIVIE	UNSA
WP5	D5.6	Emotions, gender, and intersectionality	UNIVIE	UCPH
WP6	D6.2	Co-Creation Report	CSD	ASM
WP7	D7.1	Workshops including guidelines and materials	UNSA	UNIVIE
WP6	D6.5	Summary report of the co-creation evaluation	UNIVIE	UWR
WP6	D6.3	Anonymized dataset	CSD	PBY
WP6	D6.4	Handbook of emotional politics of the future narratives	CSD	RIE
WP7	D7.2	Policy brief based on the 6 workshops	CSD	UNSA
WP7	D7.3	Future scenarios and the roadmap for policy recommendations	RIE	UNSA
WP8	D8.5	Sustainability and Exploitation Report	ASM	RIE
WP7	D7.4	Report on Creating the Alumni group	UNSA	CSD
WP8	D8.4	Dissemination and Outreach Report	ECPS	ASM

To ensure continuous alignment with the project schedule, ENCODE implements a set of monitoring and enforcement tools, including:

- a central online **Schedule Tracker** integrating internal deadlines, milestones, and deliverables as well as the progress on Partners' contributions,
- simple Excel-based WP Interrelation monitoring tool (integrated into the central online Schedule Tracker) to easily track all identified interlinkages (as defined in Annex B and discussed during meetings), ensuring systematic follow-up and updates at each General Assembly based on partners' inputs, GA discussions, and WP presentations.
- monthly WP status reports submitted by WP Leaders,
- automated deadline reminders distributed via the project collaboration platform,
- dedicated agenda points during each General Assembly to assess risks, delays, and mitigation measures.

These tools will allow early identification of deviations and enable timely corrective action.

4.3 BUDGET AND PAYMENTS

Budget execution will be monitored through periodic financial reports, where all beneficiaries must report on resources used and other incurred costs. Each beneficiary is responsible for accurately identifying project costs within their accounts and claiming eligible costs. All records, including timesheets, invoices, and receipts, must be securely stored and available for audit purposes.

Key points for beneficiaries to consider include:

- Costs claimed must be incurred during the reporting period.
- Costs must align with the budget estimates in Annex 2 of the Grant Agreement; any deviations must be thoroughly justified.
- Costs claimed must be related to the activities carried out in the project.
- Costs must be identifiable and verifiable, so beneficiaries must maintain the necessary evidence for all claimed costs.
- All costs claimed must comply with national law, labour, and social security regulations.

ASM will receive payments from the EC covering the total grant requested by beneficiaries for each reporting period. Any party that spends more than its allocated share is only entitled to the budget set in the Grant Agreement, unless other parties spend less, and the General Assembly approves the budget reallocation. By default, no party can claim over another party's budget.

At the project's start, the PC received a pre-financing payment of 2,428,315 €, with 151,769.69 € retained for the Mutual Insurance Mechanism, distributed according to the Consortium Agreement's payment scheme:

1. **Pre-financing:** 80% of the total EC contribution minus 5% EC contribution to the Mutual Insurance Mechanism
2. **Interim Payment:** the payment will be distributed after the first periodic report
3. **Payment of the balance:** the final payment will be distributed after the second periodic report

If a party has received excess pre-financing payments, it must inform the PC and return the excess amount without undue delay. A delay of more than 30 days in the refund is considered a substantial breach of the Consortium Agreement.

In the event of a beneficiary's termination, the granting authority will determine the amount due to the concerned beneficiary, and a recovery may be requested.

All payments will adhere to the rules set out in the Consortium Agreement and Grant Agreement, following the EC's approval of each reporting period. No party

shall receive more than its maximum grant amount, less the amount retained for the Mutual Insurance Mechanism, for interim payments.

Approval of the reporting period does not imply EC recognition of the compliance and authenticity of its content. The granting authority may conduct audits to ensure proper implementation of the action.

The rules for budget and payments are defined in the Grant Agreement and Consortium Agreement.

5 INTERNAL PROJECT COMMUNICATION

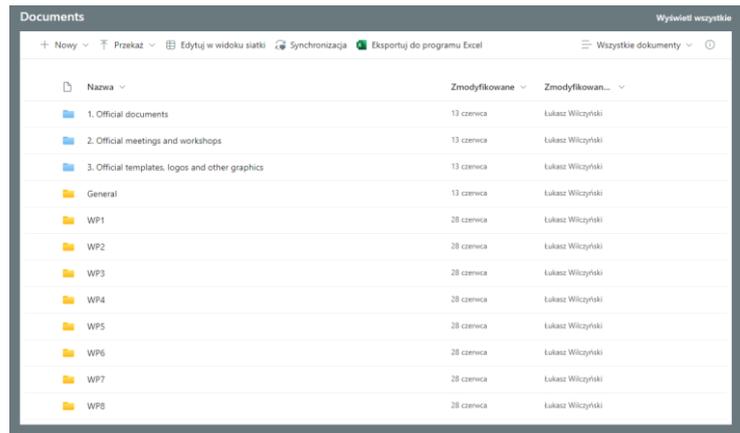
5.1 PROJECT REPOSITORIES

The main project repository is located in a Microsoft SharePoint folder (see Figure 4), accessible via a designated Microsoft Teams group, to which all partners have been invited.

The repository contains the following subfolders:

- **Official documents:** This folder includes the Grant Agreement, Consortium Agreement, any future amendments, and other official documents signed between beneficiaries or with the European Commission.
- **Official Meetings and workshops:** This folder houses information on meetings (minutes, presentations, etc.), both general and WP-specific. It also includes all details regarding General Assemblies.
- **Official Templates logos and other graphics:** All dissemination and communication materials, as well as templates for project documentation, are available in this folder.
- **Specific Work Package folders:** Each WP has a dedicated subfolder in the main directory. WP and task leaders can use these subfolders to share relevant information and documentation for their specific WP.

Figure 4 - Project SharePoint



While this repository is exclusive to consortium partners, public information such as project deliverables, tools, and scientific articles will be published in other repositories. All public deliverables will be automatically submitted to Cordis, the EU platform for research results (available at <https://cordis.europa.eu/project/id/101132698>), and will also be available on the project website.

Scientific articles will preferably be submitted to open-access journals to ensure accessibility. If articles are published in other types of journals, a version will be made publicly available as soon as possible, in accordance with the respective journal's embargo period.

5.2 CONTACTS AND MAILING LIST

A contact list has been created in the project repository. The spreadsheet, titled 'Mailing List' includes contacts for each partner and the work packages (WPs) each person is associated with. There is a possibility to copy the entire list to contact all participants in a specific WP or the entire project. As discussed during the KoM, given the interrelated nature of all work packages, it was decided that key messages would be communicated to all partners concerning each work package.

The purpose of this list is to facilitate internal communication, ensuring that WP leaders can reach out to their participants to keep them updated on WP activities and coordinate ongoing tasks and efforts. Appropriate uses of the mailing list include scheduling meetings, sharing documents for ongoing research and development, and addressing frequent questions and clarifications.

We encourage partners to use email for general project issues and topics. For daily communication, dedicated chats for each work package are available on the ENCODE MS Teams platform.

The Project Coordinator is responsible for managing the mailing list. Partners must promptly notify the PC of any new participants, email changes, or other relevant updates.

Finally, to ensure effective and clear communication via email, please use the following template for email subject lines:

[ENCODE] – WP number: description of the e-mail topic

5.3 PROJECT MEETINGS

Throughout the project, various periodic meetings will be held to coordinate work, report on activities, and facilitate decision-making processes. These meetings may be organised physically, remotely, or as hybrid events.

5.3.1 MEETING TYPES

General Assemblies. The consortium has agreed to hold General Assemblies approximately every 6-7 months. These assemblies will typically be organised as physical events unless severe restrictions prevent such gatherings. Table 10 provides a preliminary plan for all proposed General Assemblies, including the kick-off and final conference, which will relate to the GA meeting.

Each consortium partner is represented in the General Assembly meeting by at least **one representative**, who exercises **one voting right on behalf of the partner organisation**. Representatives may be senior researchers or administrative staff directly involved in the project implementation. Additional participants (e.g. researchers or advisors) may attend General Assembly meetings without voting rights. This representation model ensures balanced participation of all partners while maintaining clear and efficient decision-making procedures.

Table 10 - Project GA meetings

Meeting	Country	Host	Date
Kick off meeting	Poland	ASM	June 2024
2 nd GA	Spain	PBY	November 2024
3 rd GA	Austria	UNIVIE	May 2025
4 th GA	Belgium	ECPS	November 2025
5 th GA	North Macedonia	IDSCS	May 2026

6 th GA	Bulgaria	CSD	November 2026
Final conference + 7 th GA	Belgium	RIE	April/May 2027

Bi-monthly teleconferences. Every two months, the Project Coordinator will organise short teleconferences (lasting up to a maximum of two to three hours), during which Work Package Leaders will provide brief progress reports. These meetings will ensure consistent monitoring of project progress and maintain accountability among project partners, while enabling the timely identification and resolution of any issues. Moreover, the objectives of the meetings will also include:

- facilitating communication between all partners and fostering stronger collaboration and team cohesion, ensuring that everyone is aligned and informed about project developments, milestones and responsibilities;
- early identification of potential problems or delays, enabling timely interventions and adjustments to keep the project on track;
- evaluating the progress of various work packages, assessing achievements against goals, and discussing any deviations from the planned schedule.
- sharing insights, best practices, and lessons learned, contributing to the overall success and efficiency of the project.

Technical work package and task meetings. Each WP leader is responsible for organising additional periodic WP monthly (or other suitable time interval) meetings, as needed. During periods of high workload or when critical issues need to be addressed, WP leaders are encouraged to hold more frequent meetings. For transversal WPs, such as WP8 (dissemination and communication activities) and WP1 (project management), progress will be discussed in GA meetings and during bi-monthly teleconferences.

Task leaders may also organise periodic meetings as necessary, with the frequency to be determined in consultation with the participants.

5.3.2 MEETING RULES

Some basic rules are established to ensure meetings are effective and productive. These rules apply specifically to General Assemblies, though WP and task leaders are encouraged to follow the same guidelines.

In addition to periodic meetings, extraordinary meetings can be organised. Specific rules for extraordinary General Assemblies are outlined in the Consortium Agreement. For other meetings, extraordinary sessions can be arranged as needed and agreed upon by participants.

Each partner must designate at least one representative for all required meetings and a backup representative as needed. All consortium partners should be

represented at meetings requiring consensus for decision-making (General Assemblies. Representatives attending these meetings should be researchers directly involved in the implementation of the project to ensure informed discussion and effective decision-making.

For remote meetings, the meeting organiser should propose a conferencing system unless the ENCODE Teams channel is used. The organiser must ensure that the selected system is accessible to all partners and complies with GDPR requirements.

For face-to-face meetings, the date must be communicated to participants at least 45 calendar days in advance (15 days for extraordinary meetings), and the agenda must be sent at least 21 calendar days before (10 days for extraordinary meetings). Participants can request changes to the agenda up to 14 calendar days before the meeting (7 days for extraordinary meetings).

For periodic remote meetings, invitations must be sent at least 14 calendar days in advance, with the agenda sent 7 days before. Participants can request agenda changes up to 2 days before the meeting. For ad hoc remote meetings, participants must be notified at least 7 days in advance, and sharing an agenda is not mandatory.

5.3.3 MINUTES OF MEETINGS

The meeting organisers are responsible for producing the minutes of the meetings. The minutes should capture all relevant discussions and define next steps, as well as any decision-making processes that occurred during the meeting. Organisers must share the draft minutes with the consortium within 10 calendar days after the meeting. If there are no requests for changes within 15 calendar days of sharing, the minutes are considered final. The final version of the minutes must be uploaded to the project repository, where they can be accessed by all partners.

6 PROJECT RISK MANAGEMENT AND MITIGATION PLAN

Identifying risks and developing mitigation strategies are crucial components of the project management process. Early recognition of potential risks allows project teams to anticipate and address issues before they escalate, ensuring the project stays on track. Mitigation strategies provide a proactive approach to managing uncertainties, reducing the likelihood of negative impacts on the project's scope, schedule, and budget. This foresight enhances decision-making, promotes resource efficiency, and improves the overall chances of project success by fostering a resilient and adaptable project environment.

The process of risk management consists of 4 main elements:

- 1) **Risk identification:** Risk identification involves recognising potential threats that could affect the project. Common methods include brainstorming, checklists, and reviewing historical data.
- 2) **Risk analysis:** Once identified, each risk is analysed to understand its potential impact and likelihood. This can be achieved through qualitative methods (e.g., expert judgment) or quantitative methods (e.g., statistical analysis).
- 3) **Risk mitigation action:** Mitigation involves developing strategies to reduce the impact or likelihood of risks.
- 4) **Control:** Risk control includes monitoring risks and the effectiveness of mitigation strategies. This involves regular reviews and updates to the risk management plan. ENCODE will perform periodic risk assessments and implement continuous monitoring systems to ensure timely responses to emerging risks.

At the beginning of the project, an initial risk analysis was conducted, and the results can be seen in Table 11. To proceed with the risk management during the project lifetime, there is a need for a constant risk self-assessment procedure, including:

- 1) **Responsibilities:**
 - a. The Project Coordinator is responsible for overall risk monitoring, risk management, ensuring compliance with the risk management plan and reporting to the EC.
 - b. WP/Task leaders are responsible for monitoring risks related to their respective work packages or tasks, assessing existing risks, and identifying new risks as they arise.
- 2) **Risk review and risk matrix:**
 - a. Risk review: all partners, including the Project Coordinator, are expected to review risks every 6-7 months and present the risk update during the General Assembly meeting.
 - b. Risk Matrix: Risk Matrix will be prepared during the first 6 months of the project, and will be updated after each GA meeting. The most up-

to-date risk assessment will also be uploaded to the ENCODE SharePoint and will be part of the project periodic report.

Table 11 - Project risks and proposed mitigation measures

Risk number	Description	Related WP's	Proposed Mitigation Measures
1	Defaulting, bankruptcy, or non-performance of a partner.	All	Withhold payment of a non-performing partner, exclusion of the defaulting partner, transfer of tasks, and funding to another partner
2	Delay in achieving milestones / need for assignment of unanticipated tasks	WP8, WP6, WP4, WP2, WP3, WP5, WP7	Every 2 months, during regular teleconferences WP Leaders will provide a review of progress. Ad hoc meetings will be organised in case difficult decisions need to be made. Additional tools explained in Chapter 4.2 are set up: online Schedule Tracker, monthly WP status reports, automated deadline reminders, and dedicated agenda points during each General Assembly to assess risks, delays, and mitigation measures. All measures are set up to quickly identify problems and implement mitigation plans. If necessary, tasks that were not originally included in the work plan may be added. The decision-making procedure is designed to ensure a swift response and effective problem-solving.
3	Estimated resources not well balanced – workload over- or underestimation	WP8, WP6, WP4, WP2, WP3, WP5, WP7	Every 6 months, each partner should deliver to the coordinator a short progress report on financial figures. It will ensure constant monitoring of the budget allocated to each partner. If necessary, the PC, under agreement of the GA, will reallocate some resources in WPs or Tasks.
4	Communication problems in the consortium, and disagreement on important tasks.	WP8, WP6, WP4, WP2, WP3, WP5, WP7	Regular consortium exchanges, teleconferences, and meetings will be held to anticipate possible problems and identify differences. Subsequently, they will be solved with the assistance of the PC and relying on the Consortium Agreement/ Grant Agreement. If needed, bilateral meetings will be arranged by the coordinator/WP leader.
5	Willingness of citizens, especially and from underprivileged background to	WP6, WP4	Partners will contact and recruit informants or intermediaries to intervene and persuade addressees, engaging

	participate in the research activities and workshops is low.		snowballing whenever necessary. If needed, small, ethically justifiable incentives might be offered to participants.
6	Missing observations/gaps in (social media) data undermining the representativeness of the sample	WP4, WP3, WP5	The research will be led by partners with a proven track record in quantitative research projects, sentiment analysis, and data management. Once the data gathering is complete and accurate, it will be double checked by one independent person to find out missing, duplicate records, unclear data, sample size, etc. It will ensure the consistency of the content and the quality of the results.
7	Tensions between participants representing different backgrounds are hindering the workshop's synergy.	WP6	Separate workshops for the general population and vulnerable groups are envisaged to avoid tensions. Vulnerable groups, while different for the case study countries, will be relatively homogenous within a country. Intermediaries will be enlisted to help with the recruitment of participants and the implementation of the labs. Experienced facilitators will lead all the labs, using the good practices learned from previous co-creation workshops. Additional online training sessions for all facilitators will be organised beforehand.
8	Unpredictable risks (COVID-19, security) to limit face-to-face events	WP8, WP7	Defining alternative venues (other countries represented in the consortium or online/remote implementation) and date in the project timeline. WP8 project key events (workshops and conference) are already planned as hybrid events.
9	Willingness of policymakers to participate in workshops.	WP7	All potential participants will be informed about the purpose and benefits of the project. Incentives to participants will be offered. Engagement of stakeholders in the project activities from day 1 (through the Stakeholders' Community) via targeted communication, creating personal relationships to ensure commitment.
10	Potential misuse of ENCODE contribution (strengthening anti-EU rhetoric).	WP7	ENCODE will collaborate with a network of experienced stakeholders from the very outset of the project (ENCODE Stakeholders' Community) and will use their advice to ensure its outputs foster depolarised discourses. Further activities to mitigate this

			risk are included in the Security self-assessment.
11	Key staff members are leaving or absent.	WP8, WP6, WP4, WP2, WP3, WP5, WP7	Given the project duration of 36 months, it should be anticipated that key staff members will be absent for shorter or longer durations of time. For this reason, the consortium enforces rules for notice of absence, as well as continuous documentation of key decisions, methodologies used, and results.
12	Sentiment analysis - difficult to understand nuances in languages, and is limited in scope.	WP3	We address this by implementing a methodology that assures reliability and which can be applied to any topic of interest by implementing Machine Learning. While Machine Learning models can be excellent in understanding language, we add human reviewers and coders to ensure that the nuances of the different languages are well understood. Specifically, native speakers will read the social media posts and assess their content. Moreover, double coding will be conducted to ensure the reliability of the interpretation of the posts to optimise the developed framework. With this as a basis, the Machine Learning models will have high-quality data sets for training, and we will ensure that this corpus is sufficiently rich for the models to learn the underlying relationships in the texts to accurately predict the content of new, previously unseen posts.

7 CONCLUSIONS

The ENCODE project has established a comprehensive Project Management and Quality Assurance Plan to ensure the effective collaboration among consortium partners and the timely delivery of high-quality results. This plan outlines the key aspects of project management, including governance structure, decision-making process, communication protocols, risk management, and reporting mechanisms. Through this structured approach, the project aims to decode emotional dimensions of politics, fostering a positive shift in European democracy.

Summary of key points:

1. **Governance structure:** A **well-defined governance structure** is in place, clearly distinguishing strategic decision-making by the General Assembly, operational coordination by the Project Coordinator, and technical implementation by Work Package and Task Leaders, in full alignment with the Consortium Agreement.
2. **Decision-making:** **Decision-making procedures** are transparent and robust, including formal voting rules, written decision procedures applicable between General Assembly meetings, and clearly defined roles that ensure operational continuity without undermining the General Assembly's exclusive authority.
3. The deliverable defines a **single, structured internal review process** applicable to all project deliverables, providing sufficient time and flexibility to accommodate substantive revisions while remaining efficient and proportionate. Quality assurance is strengthened through a combination of **systematic internal peer review**, a **Coordinator-led compliance check** (covering alignment with the Description of Action, project objectives, agreed methodologies, and consortium decisions), and the use of a **standardised deliverable review checklist** applied consistently across outputs.
4. The risk of major revisions at late stages is mitigated through **continuous quality control**, including monthly Work Package meetings, early discussion of draft tables of contents and methodological approaches, and regular progress monitoring.
5. **Communication protocols:** Effective internal communication is facilitated through designated Microsoft Teams groups, SharePoint repositories, and regular meetings, ensuring all partners are informed and engaged.
6. **Risk management:** A risk management plan has been implemented, identifying potential risks and mitigation strategies to proactively address challenges and maintain project momentum. The risk assessment will be continuously updated every 6-7 months.
7. **Reporting mechanisms:** Clear procedures for regular, periodic and continuous reporting ensure transparency and accountability, with structured timelines and review processes to maintain the quality and integrity of project deliverables.
8. **Work Packages and milestones:** The project is divided into specific work packages (WPs) and milestones, each with clear objectives and responsibilities, ensuring focused efforts and measurable progress towards project goals.

Overall, the management and quality assurance measures presented in this deliverable provide a solid and resilient foundation for the successful implementation of ENCODE, supporting high-quality scientific outputs and the achievement of the project's objectives and expected impacts.

ANNEX 1. ENCODE GANTT CHART

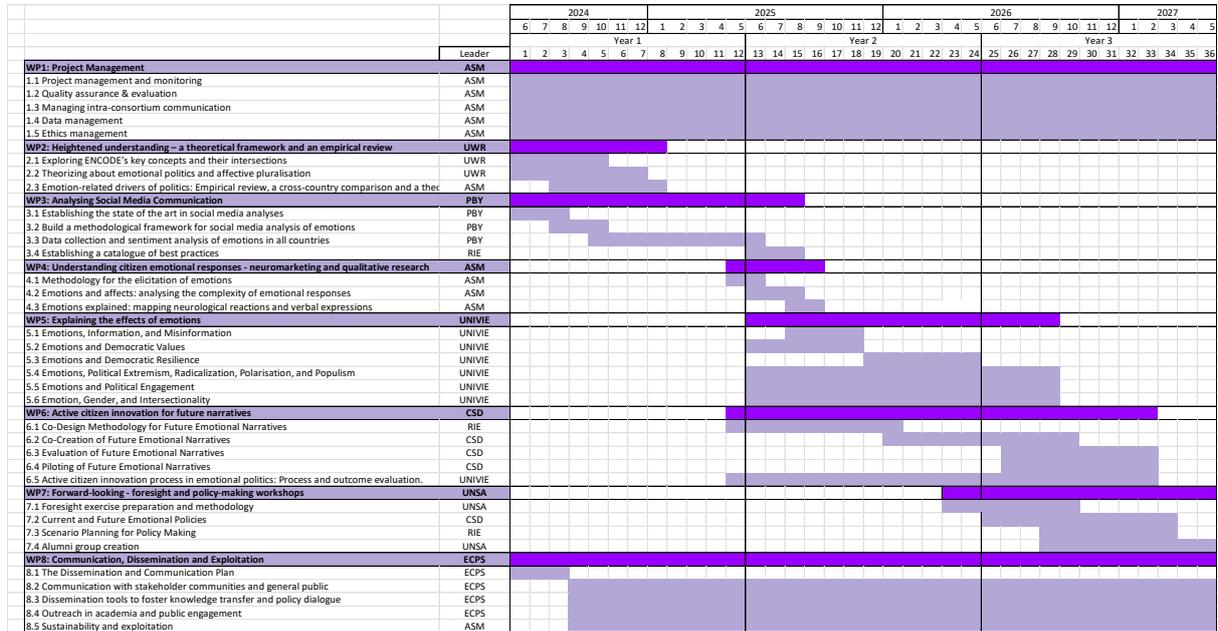


Figure 5 - ENCODE Gantt chart

ANNEX 2. DELIVERABLES' REVIEW CHECKLIST

I am submitting this report with my evaluation of key aspects of the referenced ENCODE deliverable. The main comments are summarised in the table below and, where relevant, supported by tracked changes and electronic annotations in the deliverable document.

Title of the deliverable	
Reviewers' full name	
Reviewers' organisation	

General information AND FORMATTING

Aspect being reviewed	Yes or No	Comment	Recommendation
Deliverable title, number, and version are correct.	Wybierz element.		
Date, dissemination level, and responsible partner are indicated.	Wybierz element.		
The document follows the project's official template (logos, disclaimer, formatting).	Wybierz element.		
Authors, contributors, and reviewers are listed.	Wybierz element.		
Page numbers, table of contents, and cross-references work correctly.	Wybierz element.		
Figures, tables, and annexes are properly numbered and formatted.	Wybierz element.		
Citations and references follow a consistent style.	Wybierz element.		

CONTENT QUALITY

Aspect being reviewed	Yes or No	Comment	Recommendation
The deliverable meets the objectives described in the Description of Action.	Wybierz element.		
The scope and purpose are clearly stated.	Wybierz element.		
Key concepts, methods, and results are well explained.	Wybierz element.		
Methodological aspects (e.g. sampling) are described in detail	Wybierz element.		

Data management aspects, incl. operational procedures, are described in detail	Wybierz element.		
Conclusions are precise and are supported by evidence and data.	Wybierz element.		
Conclusions are relevant to other members of the project outside of the work package of the authors.	Wybierz element.		
The content avoids unnecessary repetition and is consistent throughout.	Wybierz element.		
The ethical approval is included in the report (if applicable).	Wybierz element.		

LINK TO THE RELATED WPs and tasks

Aspect being reviewed	Yes or No	Comment	Recommendation
There is detailed information on what kind of data and how these data from other relevant WPs were used.	Wybierz element.		
There is detailed information on how the results of the given deliverable will feed into other WPs.	Wybierz element.		

STRUCTURE AND CLARITY

Aspect being reviewed	Yes or No	Comment	Recommendation
Executive summary provides a clear overview of objectives, main results, and next steps.	Wybierz element.		
The structure is logical and follows a clear flow.	Wybierz element.		
Headings, numbering, and tables/figures are consistent.	Wybierz element.		
Tables and figures are clear, properly captioned, and referenced in the text.	Wybierz element.		
Acronyms are listed and used consistently.	Wybierz element.		
Terminology, content and data are aligned with other WPs and reports, project vocabulary.	Wybierz element.		
References to other documents or tasks are accurate and up to date.	Wybierz element.		

There is no contradictory information or data.	Wybierz element.		
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STYLE AND LANGUAGE

Aspect being reviewed	Yes or No	Comment	Recommendation
Writing is clear, concise, and easy to understand.	Wybierz element.		
Writing is free of spelling or grammar errors.	Wybierz element.		
Tone is professional and objective.	Wybierz element.		
Sentences and paragraphs are not overly long or complex.	Wybierz element.		
The document avoids jargon or explains it where necessary.	Wybierz element.		
The document avoids technical language or explains it where necessary.	Wybierz element.		

FOR COORDINATOR: Final Checks Before Submission

Aspect being reviewed	Yes or No	Comment	Recommendation
All partners who contributed have reviewed and approved the final version.	Wybierz element.		
All partners who should contribute are listed as contributors.	Wybierz element.		
The quality assurance checklist has been completed internally.	Wybierz element.		
Confidential or sensitive data are properly managed and according to Data Management deliverables.	Wybierz element.		

ACRONYM	FULL NAME
CA	Consortium Agreement
CAWI	Computer-Assisted Web Interview
D	Deliverable
DoA	Description of Action
DMP	Data Management Plan
EC	European Commission
EU	European Union
GA	General Assembly
GDPR	General Data Protection Regulation
IPR	Intellectual Property Rights
KoM	Kick-off meeting
M	Month
QA	Quality Assurance
PC	Project Coordinator
PO	Project Officer
ToC	Table of Contents
WP	Work Package

