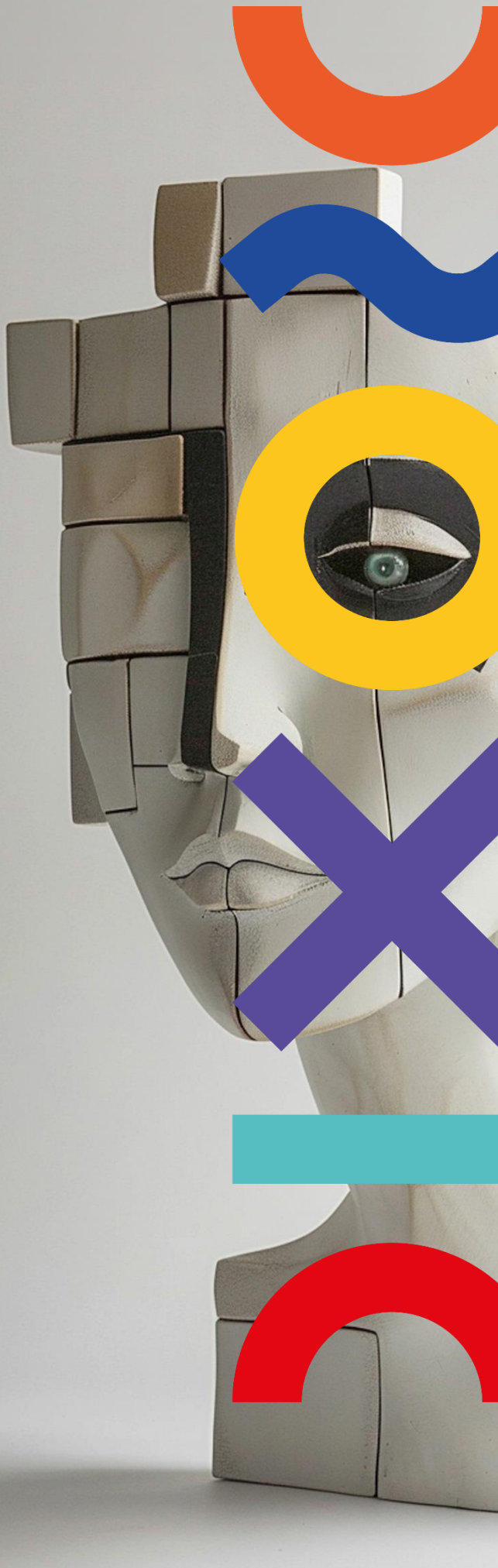
ENCODE

D1.1

Project Management and Quality Assurance Plan



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D1.1 Project Management and Quality Assurance Plan

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TABLE OF CONTENTS

EXECUTIVE SUMMARY 4
1. INTRODUCTION 5
1.1 THE ENCODE PROJECT 5
1.2 OBJECTIVES OF DELIVERABLE 5
1.3 STRUCTURE OF THE DOCUMENT 5
2 PROJECT OVERVIEW 7
2.1 PROJECT IDENTIFICATION 7
2.2 PROJECT SUMMARY 8
2.3 WORK PACKAGES 8
2.4 PROJECT MILESTONES 9
3 PROJECT IMPLEMENTATION 11
3.1 PROJECT WORK PACKAGES AND TASK LEADERS RESPONSIBILITIES 11
3.2 PROJECT TIMELINE 15
4 PROJECT REPORTING AND QUALITY ASSURANCE 15
4.1 PERIODIC REPORTING 15
4.2 CONTINOUS REPORTING 16
4.3 BUDGET AND PAYMENTS 23
5 INTERNAL PROJECT COMMUNICATION 24
5.1 PROJECT REPOSITORIES 24
5.2 CONTACTS AND MAILING LIST 25
5.3 PROJECT MEETINGS 26
6 PROJECT RISK MANAGEMENT AND MITIGATION PLAN 29
7 CONSLUSION 32
ANNEXES 33

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Executive summary

The Project Management and Quality Assurance Plan defines the plan for collaboration between the ENCODE consortium partners, aiming to ensure the effective cooperation and timely delivery of high-quality results. The deliverable presents a breakdown of the work structure that includes deadlines and indications for reviewers. It further details the project representatives, interactions with the EC, information on reporting periods, and all collaborative and communicational tools to be used.

The document covers the plan, goals, and objectives to ensure a concise overview of the important project management topics, along with relevant details such as the consortium, the timeline, and budget. It provides and overview of the governance structure and decision-making process, including project representatives and voting processes within the consortium.

The deliverable highlights moreover the internal communication topics, including the communication tools and repositories, and provides an overview over the legal agreements that govern the project.

The deliverable details also the project deliverables and milestones, incorporating comprehensive information on the review process for these deliverables. Furthermore, it encapsulates the quality assurance measures implemented throughout the project.

Finally, the document covers the administrative and financial aspects of the project, including budget management and reporting requirements.

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1. INTRODUCTION

1.1 THE ENCODE PROJECT

The ENCODE project, titled "Unveiling Emotional Dimensions of Politics to Foster European Democracy," aims to explore and decode the role of emotions in political discourse and their impact on democratic processes. Recognizing that emotional appeals have significantly influenced political movements and voter behaviour, ENCODE seeks to understand the interplay between emotions, values, and identities. The project's primary goal is to create new positive narratives that can foster trust and engagement in European democratic processes, thereby counteracting the negative emotions that often dominate political discussions. Through innovative methodologies, including social media sentiment analysis, biometric research, and surveys, ENCODE aims to provide policymakers with tools and strategies to better incorporate the emotional needs of citizens into governance, ultimately enhancing democratic resilience and fostering a more inclusive political environment.

1.2 OBJECTIVES OF DELIVERABLE

Deliverable D1.1, entitled "Project Management and Quality Assurance Plan" is critical to the ENCODE project's success. This document outlines the processes and procedures that ensure the project's effective implementation and high-quality outcomes. By establishing clear governance structures, communication protocols, and risk management strategies, the plan ensures that all project activities are coordinated and monitored systematically. The structured approach provided by the plan helps in mitigating risks, enhancing collaboration among consortium partners, and maintaining transparency and accountability throughout the project lifecycle. As a result, the deliverable not only supports the project's operational efficiency but also contributes to achieving its broader objectives of fostering positive emotional engagement in European democratic processes.

1.3 STRUCTURE OF THE DOCUMENT

The deliverable is organized into the following sections:

- Chapter 1 – Introduction to the deliverable
- Chapter 2 – Project overview – highlights basic information about the project, such as overall information, beneficiaries, and structure.
- Chapter 3 – Project Implementation – outlines the governance structure and decision-making process for the project. Moreover, this section presents responsibilities and project timeline.
- Chapter 4 – Project Reporting – provides information about the reporting process and dates that leads to ensure the project quality.

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

1.4 RELATION TO OTHER TASKS

D1.1 is a document for internal management that is related to all other deliverables in WP1 dealing with different aspects of project management as well ethics and data management. Moreover, this deliverable impacts directly or indirectly 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

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2 PROJECT OVERVIEW

2.1 PROJECT IDENTIFICATION

Table 2 presents basic information related with the 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

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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 depolarization. To achieve this, ENCODE develops its conceptual frameworks based on a new concept of affective pluralization, as opposed to affective polarization. This concept guides empirical research across six geographically diverse European countries, including both EU member states and candidates. 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 by 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 then refined by expert teams. These teams will develop the implementation roadmap and future foresight scenarios, which will be widely disseminated across the EU and its community of over 1,000 members. This strategy fosters emotional connections among ordinary citizens, increases trust in governance, and supports better-informed political decision-making and communication.

2.3 WORK PACKAGES

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

- WP 1 & WP9 related to the project management
- WP 2 – WP 7 related directly to the scientific scope and objectives of the project
- WP 8 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

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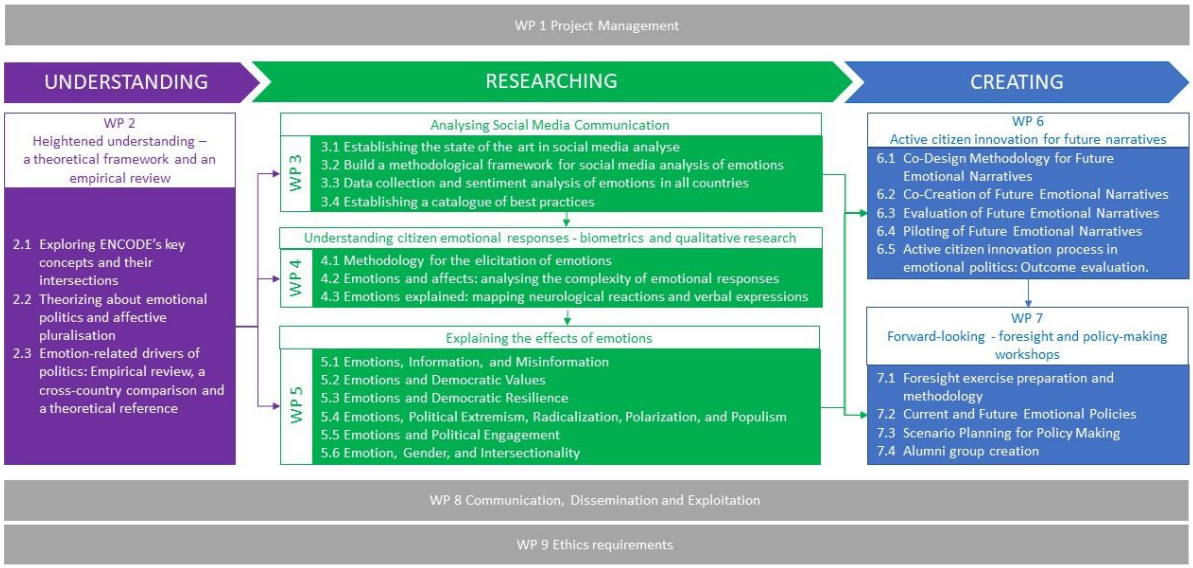
3	Analysing Social Media Communication	PBY	1	15
4	Understanding citizen emotional responses - biometrics and qualitative research	ASM	12	16
5	Explaining the effects of emotions	UNIVIE	13	28
6	Active citizen innovation for future narratives	CSD	12	33
7	Forward-looking - foresight and policymaking workshops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

Figure 1 presents the flow chart of the project work packages, showing the interrelations and dependencies, as well the project logic in general. The chart also provides a breakdown of each work package, with tasks further detailed in Table 6 - WP and tasks responsibilities.

Figure 1 - Flow chart



2.4 PROJECT MILESTONES

The project milestones mark the achievement of something important for the project. These are used in-between tasks as a means of verification of that project goals are achieved. The milestones are defined in a way that pushes task leaders and participants to achieve meaningful results before the end of the tasks, ensuring a seamless progress on tasks' activities and avoiding delays for the associated deliverables. The list of milestones for ENCODE, respective responsible leaders and due dates can be found in Table 5.

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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 emotions in policymaking.	WP7	CSD	Policy brief based on the 6 workshops performed under Task 7.2.	34
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	WP8	ECPS	At least 1000 members in the ENCODE Stakeholders' Community to	36

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	terms of disseminating the research results to relevant stakeholders including final diffusion of knowledge at ENCODE conference			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.	

3 PROJECT IMPLEMENTATION

This chapter outlines the responsibilities, timelines, and efforts involved in the execution of the actual work. Project Implementation is a collaborative effort among all consortium members. Tailored to the size and complexity of the project, the consortium is organized into following governance bodies:

- The General Assembly (GA), the ultimate decision-making body, comprises representatives from each consortium partner involved in the project implementation. The GA consist of people directly engaged in the project activities, both the administrative and research part. GA meetings are scheduled to be organized twice per year. Table 10 outlines the plan for organizing the face-to-face GA meetings.
- The project coordinator (PC), the legal entity acting as an intermediary between the Parties and the Granting Authority, also performs tasks assigned in the Grant Agreement and the Consortium Agreement. ASM acts as the project's coordinator for ENCODE project.

In addition to the GA meetings, the leaders of work packages WP2 - WP7 are expected to organize or co-organize technical meetings related to their respective activities and tasks, with support from the coordinator. These work package leaders also provide bi-monthly reports to the project coordinator during online teleconferences. The proposed structure will thus ensure progress on all tasks and active engagement from all consortium members.

3.1 PROJECT WORK PACKAGES AND TASK LEADERS RESPONSIBILITIES

Table below present the WP's and task breakdown indicating responsible partner and contributors.

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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: Empirical review, a cross-country comparison and a theoretical reference	ASM	All partners
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 emptions in all countries	PBY	CSD, IDSCS, RIE, UCPH, UNIVIE, UNSA, UWR, ASM
			T3.4 Establishing a catalogue of best practices	RIE	UWR, UNVIE, RIE, ECPS, CSD, PBY
4	Understanding citizen	ASM	T4.1 Methodology for elicitation of emotions	ASM	UNIVIE, UCPH, PBY

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	emotional responses - biometrics and qualitative research		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 Populism	UNIVIE	UCPH, CSD, UWR, ASM, RIE
			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

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			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			

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3.2 PROJECT TIMELINE

The work plan for ENCODE follows the proposed Gantt Chart (found in **Błąd! Nie można odnaleźć źródła odwołania.** – Project Gantt Chart), which details the start and end dates for all WPs and tasks. While deliverables are not explicitly shown in the Gantt Chart, most will align with the end of a task.

4 PROJECT REPORTING AND QUALITY ASSURANCE

4.1 PERIODIC REPORTING

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 EC will include a technical report detailing the work conducted by beneficiaries, progress towards objectives, and information on the use of resources and subcontracting by third parties. Additionally, each beneficiary must provide an individual financial statement for the 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 organized by the PO to discuss progress and incorporate the EC's feedback and comments.

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The PC will provide a template for all beneficiaries to follow for both technical reports and financial statements.

4.2 CONTINOUS REPORTING

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 meetings, 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 timely identification of any necessary adjustments, ensuring the project remains on course to achieve its goals and that it is reaching high quality. Below, Table 8 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	ECPS	M4

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			exploitation strategy.		
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 collection and the analyses.	PBY	M5
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

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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	RIE	M20

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			guidelines fine-tuned for adapting the co-creation approach for the needs of ENCODE		
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 exploitation strategy on a project level as well as for each Partner.	ECPS	M25
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	CSD	M29

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			(specific materials and work plans for labs, etc.).		
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 narratives produced in the citizen innovation labs, the results from the validation in T6.3 and the piloting in T6.4.	CSD	M33
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	ASM	M34

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			project end and expected impact.		
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

As stated in the chapter 1. Introduction, to ensure the high quality of deliverables, the coordinator has established an internal process for their preparation. This process complements the regular discussions and meetings by incorporating a structured timeline and review protocol. The purpose of this process is to maintain consistency and accuracy in all project outputs. The process includes:

1. Structured Timeline: Each deliverable has a predefined timeline that includes key milestones and deadlines. This ensures that all tasks are completed in a timely manner and allows for adequate planning and resource allocation.
2. Review Process: Deliverables undergo a rigorous review process before final submission. This includes multiple stages of feedback and revisions, ensuring that all outputs meet the project's quality standards.
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 successful achievement of project objectives. The figure below details the rationale behind this approach.

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Figure 2 - Review process

Call for Deliverable – 5-6 weeks in advance; ToC preparation
Author to send a draft to reviewer – 3 weeks in advance
1 week for reviewers to review the document and add comments
Author to improve and finalise report and send final version to coordinator – 1 week in advance
Coordinator submits the deliverable in participant portal in due date

To initiate the review process, the project coordinator established a structured framework in the first month, detailing which partner would be responsible for reviewing each of the produced deliverables. The structure can be seen in the table below:

Table 9 - Structure of deliverable reviewers

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

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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

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

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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 total EC contribution minus 5% EC contribution to the Mutual Insurance Mechanism
2. Interim Payment: the payment will be distributed after first periodic report
3. Payment of the balance: the final payment will be distributed after 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 3), accessible via a designated Microsoft Teams group, to which all partners have been invited.

The repository contains the following subfolders:

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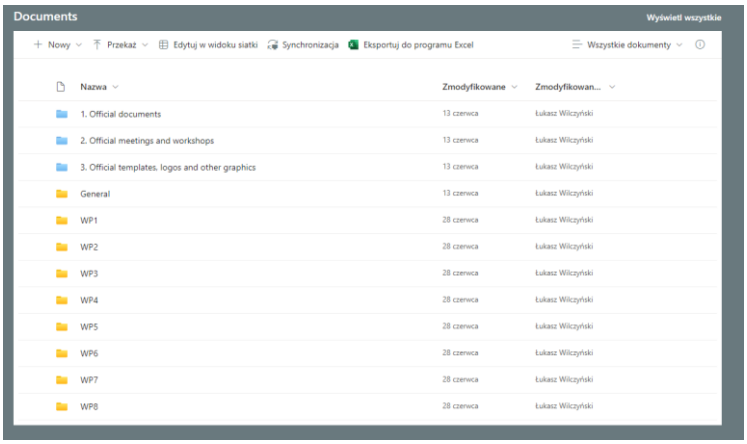
- Official documents: This folder includes the Grant Agreement, Consortium Agreement, any future amendments, and other official documents signed between beneficiaries or with the European Commission.
- Official Meetings and workshops: This folder houses information on meetings (minutes, presentations, 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 3 - 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 possibility to copy the entire list to contact all

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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 project coordinator 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 organized 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 organized 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 GA meeting.

Table 10 - Project GA meetings

Meeting	Country	Host	Date
Kick off meeting	Poland	ASM	June 2024
2nd GA	Spain	PBY	November 2024

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3rd GA	Austria	UNIVIE	May 2025
4th GA	Belgium	ECPS	November 2025
5th GA	North Macedonia	IDSCS	May 2026
6th GA	Bulgaria	CSD	November 2026
Final conference + 7th GA	Belgium	RIE	April/May 2027

Bi-monthly teleconferences. Every 2 months Project Coordinator will organise short (lasting 2 up to maximum 3 hours) teleconferences where short progress reporting will be done by Work Package Leaders. These meetings will ensure consistent tracking of progress and maintain accountability among project partners, helping to identify and address issues promptly. 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, assess achievements against goals, and discuss 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 can propose periodic ad-hoc meetings as needed. WP leaders are encouraged to hold monthly or at least bi-monthly meetings while their WP is active. 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 organize 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.

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In addition to periodic meetings, extraordinary meetings can be organized. 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 in meetings that require consensus for decision-making (General Assemblies). However, decisions can still be made if there is a quorum, as per the Consortium Agreement, even if a partner is not represented.

For remote meetings, the meeting organizer should propose a conferencing system. The organizer must ensure that the chosen system is accessible to all partners and compliant with GDPR principles.

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 sporadic 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 organizers are responsible for producing the minutes of the meetings. The minutes should capture all relevant discussions and defined next steps, as well as any decision-making processes that occurred during the meeting. Organizers 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.

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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.

In the process of rink management consists of 4 main elements:

1) Risk Identification: Risk identification involves recognizing 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 might set up periodic risk assessment meetings and continuous monitoring systems to ensure timely responses to emerging risks

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

1) Responsibilities:
    a. Project Coordinator: is responsible for overall risk monitoring, risk management, ensuring compliance with he risk management plan and reporting to the EC.
    b. WP/Task leaders: are responsible for monitoring the risks related with theirs WP or tasks, as well assessing current one, and identifying new one if occurred.
2) Risk review and risk matrix:
    a. Risk review: all partners including project coordinator are expected to review risks every 6-7 month and present the risk update during the General Assembly meeting.
    b. Risk Matrix: Risk Matrix will be prepared during first 6 month of the project, and will be updated after each GA meeting. The most up-to date Risk Matrix will be also a part of the project periodic report.

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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, funding to another partner
2	Delay in achieving milestones / need for assignment of unanticipated tasks	WP8, WP6, WP4, WP2, WP3, WP5, WP7	Each 2 months during regular teleconferences WP Leaders will provide a review of progress. Ad hoc meetings will be organised in case difficult decisions are to be made. All measures are set up to quickly identify problems and implement mitigation plans. In case of a need some task(s) that were not originally in the work plan will be added. Decision-making procedure is organised to ensure swift reaction and swift problem solving.
3	Estimated resources not well balanced – workload over or underestimation	WP8, WP6, WP4, WP2, WP3, WP5, WP7	Each 6 months each partner should deliver to the coordinator a short progress report on financial figures. It will assure constant monitoring of the budget allocated to each partner. If necessary, the coordinator, under agreement of Project Steering Committee and WP Leader, 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 coordinator 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 participate in the research activities and workshops is low.	WP6, WP4	Partners will contact and recruit informants or intermediaries to intervene and persuade addressees, engaging 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 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, double records, unclear data, sample size etc. It will ensure the consistency of the content and the quality of the results.

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7	Tensions between participants representing different backgrounds hindering the workshop 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 Stakeholders' Community) via targeted communication, creating personal relationships to ensure commitment.
10	Potential misuse ENCODES contribution by it 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 Security self-assessment.
11	Key staff members 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 are absent over shorter or longer duration 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 nuances of the different languages are well understood. Specifically, native speakers will read the social media posts and assess its content. Moreover, double coding will be conducted to ensure reliability of the interpretation of the posts to optimize the developed framework. With

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			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 CONSLUSION

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, 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: The project is managed by the General Assembly (GA) and the coordinator (PC), ensuring robust decision-making and accountability across all project activities.
2. Communication Protocols: Effective internal communication is facilitated through designated Microsoft Teams groups, SharePoint repositories, and regular meetings, ensuring all partners are informed and engaged.
3. Risk Management: A risk management plan has been implemented, identifying potential risks and mitigation strategies to proactively address challenges and maintain project momentum.
4. Reporting Mechanisms: Regular periodic and continuous reporting ensures transparency and accountability, with structured timelines and review processes to maintain the quality and integrity of project deliverables.
5. 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.

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ANNEXES

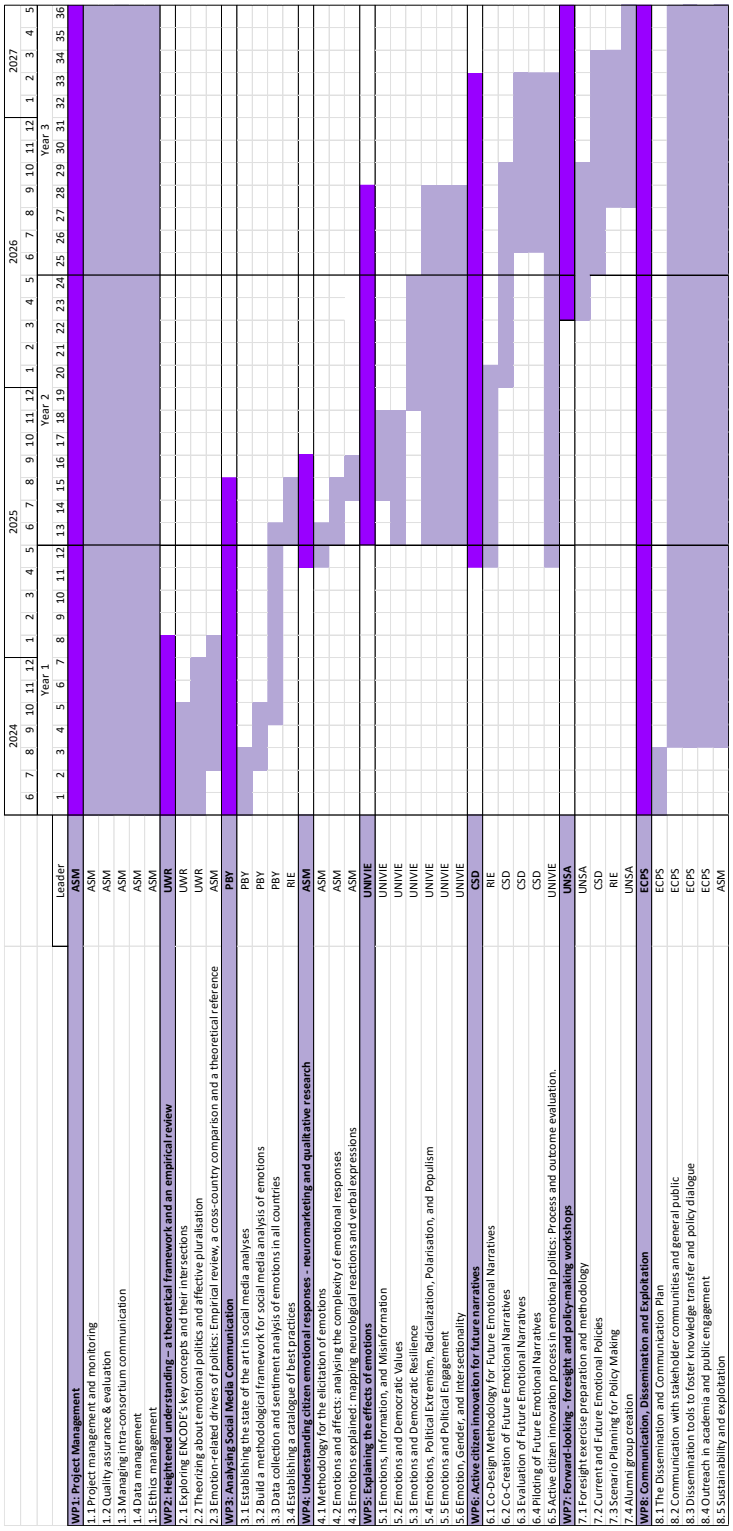

Figure 4 - ENCODE Gantt chart

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ACRONYM	FULL NAME
CAWI	Computer Assisted Web Interview
D	Deliverable
DQA	Data Quality Assurance
EC	European Commission
EB	Executive Board
EU	European Union
GA	General Assembly
GDPR	General Data Protection Regulation
KoM	Kick-off meeting
M	Month
M&E	Monitoring and Evaluation
PC	Project Coordinator
PO	Project Officer
SES	Socioeconomic status
WP	Work Package

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