

GENDER ACTION+

Project acronym:

GENDERACTIONplus

Project title:

**Gender Equality Network to Develop ERA Communities To coordinate
Inclusive and sustainable policy implementation**

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Deliverable 1.1

Project Handbook

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Deliverable 1.1

Project Handbook

29/07/2022



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TABLE OF CONTENTS

| | |
|---|----|
| Document Revision history | 2 |
| TABLE OF CONTENTS | 4 |
| List of tables | 5 |
| List of figures | 6 |
| List of acronyms | 6 |
| EXECUTIVE Summary..... | 8 |
| 1. Introduction | 9 |
| Purpose of the Project Handbook | 9 |
| Relation to other deliverables..... | 9 |
| Project Summary | 9 |
| 2. Project Management Structure and Responsibilities..... | 12 |
| Project Coordinator (PC) | 12 |
| Project Office..... | 12 |
| Project Manager (PM) | 13 |
| Financial Manager (FM) | 13 |
| General Assembly (GEA) | 13 |
| Management Board (MB) | 14 |
| Work Package Leaders (WPLs)..... | 15 |
| Associated Partners (APs) | 15 |
| Communities of Practice (CoPs) | 15 |
| Advisory Board (AB)..... | 16 |
| 3. Decision making..... | 17 |
| Voting rules | 17 |
| Quorum | 17 |
| Veto rights | 17 |
| 4. Reporting and Financial Provisions | 18 |
| Internal progress reporting | 18 |
| Review Meetings | 20 |
| Payment arrangements | 20 |
| Budget allocation..... | 21 |
| Summary of staff efforts | 22 |
| 5. Project Work Structure..... | 23 |
| 6. Project Time Management..... | 24 |
| Deliverables schedule | 24 |
| Milestones schedule..... | 29 |



| | |
|--|----|
| 7. Project Internal Communication..... | 30 |
| Electronic communication | 30 |
| Email subject line | 30 |
| Email response time..... | 30 |
| Planned holidays/leaves | 30 |
| GENDERACTIONplus contact list..... | 31 |
| Project Meetings | 31 |
| Agenda and Minutes from General Assembly and Management Board meetings | 32 |
| 8. Project files | 33 |
| SharePoint..... | 33 |
| File naming and exchange | 33 |
| Formatting rules | 34 |
| 9. Ethical considerations | 35 |
| GENDERACTIONplus code of conduct | 36 |
| Amicable conflict resolution and grievances procedures | 36 |
| 10. Dissemination and Communication Strategy..... | 37 |
| EU funding acknowledgement & Disclaimer | 37 |
| GENDERACTIONplus Publication Policy | 37 |
| Publications Log | 37 |
| Open Access and Zenodo..... | 38 |
| Authorship | 38 |
| Confidential information and ethics | 39 |
| 11. Quality Assurance and Risk Management | 39 |
| Deliverable Quality Assurance Procedure | 39 |
| Project-related risks and mitigation strategy | 40 |
| 12. References..... | 40 |
| Annex 1 – Gantt chart..... | 41 |

LIST OF TABLES

| | |
|---|----|
| Table 1 – Work Package Leaders..... | 15 |
| Table 2 – List of members of two Communities of Practice..... | 16 |
| Table 3 – Reporting preparation procedure..... | 18 |
| Table 4 – Estimated Budget for the Action..... | 21 |
| Table 5 – Staff effort..... | 22 |
| Table 6 – Deliverables schedule..... | 25 |
| Table 7 – Milestones schedule..... | 29 |



| | |
|--|----|
| Table 8 – Project Meetings schedule..... | 33 |
|--|----|

LIST OF FIGURES

| | |
|--|----|
| Figure 1 – Project Management Structure..... | 12 |
| Figure 2 – Structure of the work..... | 23 |

LIST OF ACRONYMS

| Abbreviation | Meaning |
|--------------|------------------------------------|
| AB | Advisory Board |
| AP | Associated Partner |
| BEN | Beneficiary |
| CA | Consortium Agreement |
| CoP | Community of Practice |
| CSO | Civil Society Organisation |
| EC | European Commission |
| EGET | European Gender Equality Taskforce |
| GA | Grant Agreement |
| GEA | General Assembly |
| GBV | Gender-based violence |
| MB | Management Board |
| MBM | Management Board Meeting |
| PC | Project Coordinator |
| PM | Project Manager |
| PO | Project Officer |
| QAT | Quality Assurance Team |
| RFO | Research Funding Organisation |



| | |
|-----|----------------------------------|
| R&I | Research & Innovation |
| REA | Research Executive Agency |
| RPO | Research Performing Organisation |
| TBD | To Be Decided |
| TL | Task Leader |
| WP | Work Package |
| WPL | Work Package Leader |



EXECUTIVE SUMMARY

The Project Handbook supports GENDERACTIONplus partners in the effective and efficient administration, procedural and financial management of the project. It covers project implementation procedures, structures and coordination, and sets out the key responsibilities of the partners in the engagement and interaction with relevant stakeholders and the European Commission. It sets out how the consortium will achieve the project objectives, the oversight by the project management team of progress on specific tasks and the timely delivery of project results.



1. INTRODUCTION

Purpose of the Project Handbook

The **Project Handbook** supports the consortium partners in the effective and efficient management of the activities performed in the framework of GENDERACTIONplus project. It covers the **project implementation procedures and structures**, and **sets out key responsibilities** for the engagement and interaction with relevant stakeholders and the European Commission. It **explains how the consortium will achieve the project objectives**, the oversight by the project management team of partner's progress on specific tasks and the timely delivery of project results. The Project Handbook contains all relevant planning information that the consortium partners will use as guidance for scheduling their efforts and delivering their results during the course of the project. **It will be revised as necessary should new needs of the consortium be identified. The Project Handbook will be available online on the shared working place SharePoint, and the consortium will be informed on any updates.**

Relation to other deliverables

This deliverable prescribes the content and delivery dates of all other GENDERACTIONplus deliverables.

Project Summary

Building on the Horizon 2020 project GENDERACTION, the overall goal of GENDERACTIONplus is to contribute to the coordination of gender equality and inclusiveness objectives of the new European Research Area (ERA) through the development of a policy community of practice consisting of national authorities from 11 Member States (MS) and 2 Associated Countries (AC) and 7 MS Associated Partners (AP) and a Research Funding Organisations (RFO) community of practice from 8 MS and 2 AC and 6 Associated partners, and 3 RFOs joined through Memorandums of Understanding. **The coordination network thus formed covers a total of 22 MS and 3 AC with 26 project partners and 14 Associated partners.**

Specifically, the project aims to:

- 1) Develop strategic policy advice on existing and emerging policy solutions in the key thematic areas (intersectionality and inclusiveness; gender-based violence; gender dimension in research, innovation and teaching; monitoring and evaluation of ERA gender equality actions; supporting institutional change through gender equality plans);
- 2) Enhance the policy-making process through engaging with stakeholders, civil society organisations (CSOs) and citizens;
- 3) Build capacities, competence and expertise for gender equality and mainstreaming in Research & Innovation (R&I) among the policy and RFO community members, with special attention to countries with a less comprehensive policy;
- 4) Create impact through communication, dissemination and exploitation, including national impact plans and an EU impact plan, policy briefs and position papers based on the policy advice developed.

The specific objectives of GENDERACTIONplus are:

- 1) Develop strategic policy advice on existing and emerging policy solutions in the five key thematic areas (see below) in the two Communities of Practice (CoPs);



- 2) Enhance the policy-making process through engaging with stakeholders, CSOs and citizens, as relevant, in the five key areas;
- 3) Build capacities, competence and expertise for gender equality and mainstreaming in R&I among the policy CoP and RFO CoP members, with special attention to countries with a less comprehensive policy;
- 4) Create impact through communication, dissemination and exploitation, including National Impact Plans (NIPs)¹ and an EU impact plan.

The impact of GENDERACTIONplus will be:

- 1) Advanced policy coordination among MS and AC and through stakeholder and citizen engagement;
- 2) Improved research careers and working conditions in European R&I, by developing policy dialogue and solutions on inclusion and intersectionality, combating gender-based violence and promoting institutional changes through Gender Equality Plans (GEPs);
- 3) Increased research quality and social responsibility of knowledge through the integration of gender dimension in R&I; and
- 4) Reduced geographic inequality by targeting less experienced/engaged countries and regions.

The work in the CoPs will be organised around **five key thematic areas** agreed by the consortium to be key for policy action:

- intersectionality and inclusiveness in WP 2;
- gender-based violence in WP 3;
- gender dimension in R&I and teaching in WP 4;
- monitoring and evaluation of GE actions in the new ERA in WP 5;
- advancing GEP implementation and measuring their impact in WP 6.

The Policy CoP will cover all the five thematic areas addressed by the WPs whilst the RFO CoP will cover three of these and will identify approx. two additional topics through a needs assessment at the beginning of the project (tentatively gender bias in research evaluation, excellence and research performance from an intersectional perspective).

The work on each of these thematic areas will be organised in four steps:

Step 1 Identify: will consist of mapping and benchmarking (surveys, existing studies) (WP 2 to WP6) of gender equality (GE) policies and actions both at the national level and at the RFO level and the needs assessment and priority definition (WP7).

Step 2 Learning and sharing to coordinate and deepen policy knowledge: will consist of identifying emerging policy solutions and good practices through capacity building, mutual learning, and European Gender Equality Taskforce (EGET) activities (WP 7 on the content of WP2 to WP6) and through ERA stakeholder and citizen engagement (WP 8 on the content of WP 2 to WP 6).

Step 3 Take action: through the creation of policy advice and its exploitation through the EU Impact Plan and the NIPs to deliver recommendations, build up-take and advance policy implementation (WP8).

Step 4 Evaluate and sustain: through the support for the development of GE structures at the national level (including monitoring), initiating cooperation among MS and AC through the NIPs, the EU Impact Plan, the EGET and the RFO CoP working groups (WG) and identification of emerging areas of future action for the policy and RFO communities. The issue of sustainability shall be

¹ Further information on the National Impact Plans is provided in Annex 1 Description of the action of the [Grant Agreement](#) (Task 8.4 description).



reflected as regular part of activities and reported on in the technical reports. It will be also addressed among the critical risks. Continued existence of the two CoPs largely depends on the ERA policy agenda and gender equality being included among its actions, sustained policy support for gender equality in R&I at the national policy level and among RFOs. The CoPs will also serve to support national authority and RFO stakeholders in those states where gender equality receives at this moment less political attention, so as to ensure capacity building at the organizational grassroots level.

The project will attain these **concrete results**:

1. **Mapping and benchmarking** carried out in the five key areas establishes the ground for the two CoPs to leverage existing policy solutions in MS and AC.
2. The delivery of **9 mutual learning and capacity actions in each CoP with approx. 15-20 participants** to build capacities, competence and expertise will diffuse policy knowledge, enable policy dialogue and develop shared understandings among approx. 300 participants in total. Of these nine, **3 actions**, executed in year 1 focused solely on the less experienced/less engaged countries, will establish a common ground and reduce geographic inequalities.
3. **The organisation of 6 ERA stakeholder and citizen engagement actions** increases robustness and policy buy-in of developed solutions and recommendations in the new ERA.
4. The **deployment of the knowledge and recommendations** through the NIPs and EU Impact Plan enables EU MS and AC involved to advance their gender equality policy in the new ERA.
5. **The delivery of the policy solutions and recommendations** to at least 1,000 people through social media engagement with a reach of 10,000, website and newsletter, increases the awareness of the importance of gender equality in R&I and the specific solutions sought to combat gender+ inequalities in the new ERA.

To pursue these aims, GENDERACTIONplus is organised in eight Work Packages (WPs):

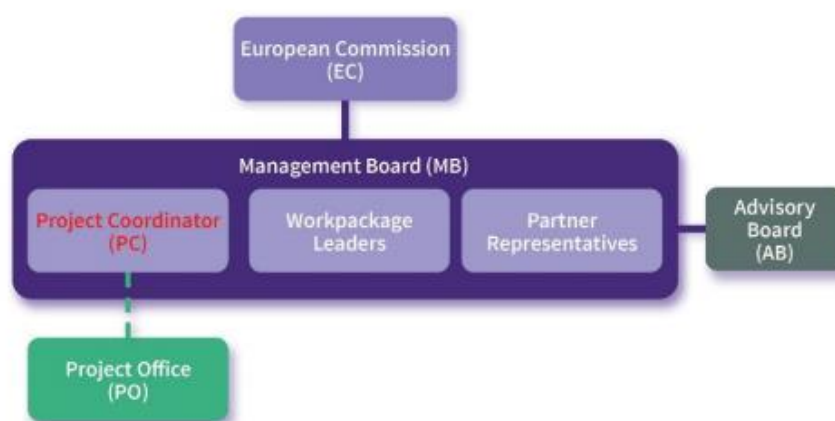
- **WP1** – Project Management and Coordination;
- **WP2** – Intersectionality and inclusiveness;
- **WP3** – Gender-based violence;
- **WP4** – Gender dimension in research and innovation;
- **WP5** – Monitoring and evaluation of ERA gender equality actions;
- **WP6** – Promoting institutional change through GEPs;
- **WP7** – Building capacities, competence and expertise;
- **WP8** – Creating impact through policy transfer and citizen engagement.



2. PROJECT MANAGEMENT STRUCTURE AND RESPONSIBILITIES

The management structure of the GENDERACTIONplus project (see Figure 1) is composed of the Project Coordinator (PC), the Project Office, the Advisory Board (AB), and the Work Package Leaders (WPLs); all roles are further described below.

Figure 1 - Project Management Structure



Project Coordinator (PC)

| | |
|----------------------|---|
| Name: | Marcela Linková |
| Organization: | ISAS CR |
| Role: | <p>The PC is responsible for:</p> <ul style="list-style-type: none"> engaging in – and overseeing – project management procedures; performing all activities under WP1; liaising with EC services; engaging in day-to-day contact with partners to monitor progress; ensuring timely submission of deliverables to the EC and attainment of milestones. <p>The PC is the legal signatory for GENDERACTIONplus and thus legally responsible for abiding by GENDERACTIONplus’s contractual obligations. The PC is supported by a project office in matters pertaining to financial administration, in legal matters, and in handling partnership agreements.</p> |

Project Office

| | |
|----------------------|--|
| Organization: | ISAS CR |
| Role: | <p>The project office is responsible for:</p> <ul style="list-style-type: none"> supporting the PC in matters pertaining to financial administration, in legal matters, and in handling partnership agreements; |



| | |
|--|--|
| | <ul style="list-style-type: none"> • coordinating internal communication activities and project-related events; • commissioning and supervising suppliers that prepare project branding and communication materials; • developing and maintaining the project's website. <p>The project office includes the Project Manager and the Financial Manager.</p> |
|--|--|

Project Manager (PM)

| | |
|----------------------|---|
| Name: | Martina Fucimanová |
| Organization: | ISAS CR |
| Role: | Together with the PC, the PM is responsible for the overall project management, day-to-day contact with partners to monitor progress for all WPs, and ensuring the timely submission of deliverables, reaching of milestones and completion of project reporting. The PM provides administrative support to the GENDERACTIONplus project, ensures day-to-day communication with the consortium, assists on the preparation of periodic reports for the EC, organization of virtual and plenary meetings, manages the file exchange and repository, and is responsible for the GENDERACTIONplus email account and mailing lists. |

Financial Manager (FM)

| | |
|----------------------|--|
| Name: | Petr Dousek |
| Organization: | ISAS CR |
| Email: | petr.dousek@soc.cas.cz |
| Role: | The Financial Manager is responsible for overall project financial management, including monitoring of the budget spending, communication with partners regarding financial monitoring and reporting, and supporting them in preparation their periodic financial reports. |

General Assembly (GEA)

The General Assembly (GEA) is the decision-making body of the consortium. It consists of one representative of each consortium partner. GEA meeting procedures are described in [Section 7 hereof](#).

The GEA shall be free to act on its own initiative to formulate proposals and take decisions in accordance with the procedures set out by the [Consortium Agreement \(CA\)](#) - Section 6 and described below.

The following decisions shall be taken by the General Assembly:



- content, finances (i.e., changes in contractual budget allocation, budget shifts among partners) and intellectual property rights of project work, finances and intellectual property rights
 - proposals for changes to Annex 1 Description of the action and Annex 2 Estimated budget for the action of the GA to be agreed by the Granting Authority;
 - changes to the Consortium Plan;
 - modifications or withdrawal to CA Attachment Background Included;
 - additions to CA Attachment List of Third Parties for simplified transfer;
 - additions to CA Attachment Identified Affiliated Entities
- evolution of the consortium
 - entry of a new Party to the consortium and approval of the settlement on the conditions of the accession of such a new Party;
 - withdrawal of a Party from the consortium 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 Party²;
 - remedies to be performed by a Defaulting Party;
 - termination of a Defaulting Party's participation in the consortium and measures relating thereto;
 - proposal to the Granting Authority for a change of the Coordinator;
 - proposal to the Granting Authority for suspension of all or part of the Project;
 - proposal to the Granting Authority for termination of the Project and the Consortium Agreement.

In the case of abolished tasks as a result of a decision of the General Assembly, Members shall rearrange the tasks of the consortium partners concerned. Such rearrangement shall take into consideration the legitimate commitments taken prior to the decisions, which cannot be cancelled.

Management Board (MB)

The Management Board is the executive body responsible for the day-to-day management of the project. It is comprised of the Coordinator and Work Package Leaders.

MBs responsibilities include:

- operational management of the project;
- ensuring proper implementation of the General Assembly's (GEA) decisions;
- preparing the decisions to be submitted to the General Assembly for approval (concerning the content of work, the budget and allocation of resources, evolution of the Consortium);
- ensuring the protection of the Intellectual Property Rights (IPRs) of the respective outputs including data management;
- identification of risks and drafting contingency plans.

² A Defaulting Party means a Party which the General Assembly has identified to be in breach of the Consortium Agreement and/or the Grant Agreement as specified in Section 4.2 of the Consortium Agreement.



Work Package Leaders (WPLs)

The Work Package Leaders (WPLs) have an overall responsibility for the successful implementation of tasks including quality management processes at Work Package (WP) level. WPLs responsibilities include:

- monitoring progress within each activity;
- supervising the preparation of deliverables and final reports;
- requests for changes of activity schedules, if these are necessary for successful project execution;
- performance and progress of the WP with respect to the planned deliverables and milestones;
- reporting of any possible problems to the PC;
- circulation of information to other WPLs.

Table 1 - Work Package Leaders

| WP | First Name | Surname | Partner |
|-----|------------|-------------------|----------|
| WP1 | Marcela | Linková | ISAS CR |
| WP2 | Heidi | Holt Zachariassen | KD/KIF |
| WP3 | Fredrik | Bondestam | UGOT |
| WP4 | Almudena | Carrero | FECYT |
| WP5 | Angela | Wroblewski | IHS |
| WP6 | Ross | Woods | HEA |
| WP7 | Elena | Simion | UEFISCDI |
| WP8 | Hana | Tenglerová | ISAS CR |

Associated Partners (APs)

Associated Partners are organisations contributing to the project work without their own budget, committed through the Memorandum of Understanding (where they identify themselves as such). The list of Associated Partners is provided in the Description of Action Part A of the Grant Agreement (participants no. 27-40).

Associated Partners have access to all project events and their travel costs to events is covered from the project (project partners holding budget for AP's travels are ISAS CR – WP1, and UEFISCDI – WP7). Associated Partners are required to arrange their travels and ask for the reimbursement of travel expenditures. The rules of reimbursement of travel expenditures will be shared in advance with APs. The project can cover travels for one (1) person from each AP's organisation. Following the shared reimbursement rules is mandatory in all points requested, otherwise APs cannot be reimbursed.

Communities of Practice (CoPs)

Two Communities of Practice are formed of the project beneficiaries and Associated Partners: Policy CoP, and Research Funding Organisations (RFO) CoP.



Policy CoP builds on the work of the Standing Working Group on Gender in Research and Innovation (SWG GRI) and the GENDERACTION project. It brings together representatives of national authorities, organisations appointed by national authorities, and other supporting organisations. Work is organized primarily through the WPs' topics. Policy CoP is led by beneficiary 1 ISAS CR.

RFO CoP builds on the Horizon 2020 ACT FORGEN CoP lead by Associate Partner 35 Science Foundation Ireland. It brings together supporting Research Funding Organisations. Working Groups (WGs) will be established on topics of the WPs as relevant (gender-based violence, gender dimension in research), and on other topics identified through the needs assessment (e.g., gender bias, GEPs for RFOs). Budget is available with beneficiary 1 ISAS CR for the Working Group leaders that will be identified when the WGs are formed. RFO CoP is led by beneficiary 21 VINNOVA.

Table 2 – List of members of two Communities of Practice

| POLICY COP | | | RFO COP | | |
|----------------|-------------|------------|----------------|---------|---------------------|
| BEN | Country | Short name | BEN | Country | Short name |
| 1 | CZ | ISAS CR | 6 | IE | IRC (through HEA) |
| 2 | NO | KD/KIF | 7 | RO | UEFISCDI |
| 3 | SE | UGOT | 12 | NO | RCN |
| 4 | ES | FECYT | 14 | CZ | TA CR |
| 6 | IE | HEA | 15 | LT | RCL |
| 8 | AT | BMBWF | 16 | PT | FCT |
| 9 | AT | JR | 17 | EL | EKT |
| 10 | DE | DLR | 19 | IT | FRRB |
| 11 | IL | MOST | 20 | BG | BNSF |
| 13 | PL | OPI | 21 | SE | Vinnova |
| 18 | SK | UMB | 23 | TR | TUBITAK |
| 25 | DK | SDU | 24 | LT | VU |
| | | | 26 | EE | ETAg |
| AP | Country | Short name | AP | Country | Short name |
| 27 | BE-Flanders | VL O | 29 | BE-FWB | FNRS |
| 28 | BE-FWB | MFWB | 30 | CY | RIF |
| 33 | DK | DAHES | 31 | CZ | GACR |
| 34 | HR | MZO | 32 | DE | DFG |
| 36 | IE | NUIM | 33 | DK | DFF (through DAHES) |
| 37 | LT | SMMS | 35 | IE | SFI |
| 38 | MT | MFER | 39 | NL | NWO |
| 40 | SI | MIZS | | | |
| Expert partner | | | Expert partner | | |
| 5 | AT | IHS | 1 | CZ | ISAS |
| 12 | NO | RCN/Kilden | 9 | AT | JR |
| 22 | SE | VA | 12 | NO | RCN/Kilden |
| | | | 22 | SE | VA |

Advisory Board (AB)

The Advisory Board (AB) is composed of experts to the various thematic areas covered by GENDERACTIONplus. The AB advises, contributes to internal review of outputs and provides knowledgeable input to the conceptual and methodological developments (WP2 to WP6), to building



capacities, competence and expertise (WP7), and creating impact (WP8). The Advisory Board will be invited to project meetings and all relevant project events, including midterm and final event.

To the extent possible, the Advisory Board shall cover the following profiles:

- EU MS and AC not involved in the project in relation to upcoming Presidencies;
- representative of the Centre of Excellence on Inclusive Gender Equality;
- ERA Stakeholder organisations;
- Policy (the Chair of the ERA Forum);
- Expert on Intersectionality.

The recruitment will ensure diversity in terms of expertise, experience, gender and geographic distribution.

Members of Advisory Board will be identified, approached, and listed on the GENDERACTIONplus webpage by M3. Project consortium has been invited to make suggestions for members of the AB and a discussion has been organized at the Kick-Off meeting related to the profile of the AB members. Based on this, the Coordinator will prepare a list which will be submitted to the consortium for approval.

3. DECISION MAKING

Voting rules

Voting rules and quorum are described in the [Consortium Agreement \(CA\)](#), section 6.3.4. The General Assembly shall not deliberate and decide validly unless two-thirds (2/3) of its Members are present or represented (quorum).

Decisions and documents that are not adopted at a meeting shall normally be adopted by means of written procedure. The time limit for the written procedure shall be set by the Coordinator. A **tacit approval mechanism** shall be applied to the written procedure (no response / reaction by the deadline shall be deemed as approval), especially in case of adoption of meetings' minutes. Decisions of the General Assembly listed in the [CA](#), section 6.3.7 cannot be adopted by a tacit approval mechanism.

Quorum

If the quorum is not reached, the chairperson of the General Assembly shall convene another ordinary meeting within 15 calendar days. If in this meeting the quorum is not reached once more, the chair of the meeting shall convene an extraordinary meeting which shall be entitled to decide even if less than the quorum of Members is present or represented. Each Member present or represented in the meeting shall have one vote.

Decisions shall be taken by a majority of two-thirds (2/3) of the votes cast.

Veto rights

Veto rights are executed in line with section 6.3.5 of the [CA](#).

A Party may neither veto decision relating to its identification to be in breach of its obligations nor to its identification as a Defaulting Party. The Defaulting Party may not veto decisions relating to its participation and termination in the consortium or the consequences of them.



4. REPORTING AND FINANCIAL PROVISIONS

Internal progress reporting

The technical progress of the project will be presented by the WPLs on a monthly basis at each MB meeting. For this the WPLs are responsible for gathering all information about the technical progress in their WP from the task leaders. The PC will oversee the overall project progress.

For the financial overview of the project expenses, the partners are requested to send to the Financial manager an interim report on their expenses at fixed intervals – M7 and M13 for RP1; to be defined for RP2 and RP3. This will allow the PC to follow-up of the project expenditures, which will help flagging timely any deviation, and will facilitate the following of EC reporting process.

Partners are encouraged to keep a record/notes/minutes of any attended meeting/appointment/conference by keeping the attendance certificate, presentation, speech or abstract. This will serve as proof of outreach activities. In addition, all partners are encouraged to log their participation at meetings as they come in the dedicated Communication and dissemination log file available on the project SharePoint site in WP8 folder. The log file, requesting all relevant information of such meeting/event, will be also used to monitor communication and dissemination activities for the reporting purposes.

The action is divided into the following reporting periods (RP):

- RP1: from M1 to M12 - from June 2022 to May 2023
- RP2: from M13 to M24 - from June 2023 to May 2024
- RP3: from M25 to M36 - from June 2024 to May 2025

The PC must submit to the EC a report within 60 days following the end of each reporting period. This report must include a 'periodic technical report' and a 'periodic financial report'. Table 3 shows the reporting preparation procedure with its corresponding due dates.

Table 3 - Reporting preparation procedure

| Report preparation procedure | Reporting Period 1 | Reporting Period 2 | Reporting Period 3 |
|--|--------------------|--------------------|--------------------|
| PC provides reporting templates a week before the start of the review period. | 24/05/2023 | 24/05/2024 | 24/05/2025 |
| Partner financial officers are contacted by coordinator's Financial Manager a week before the start of the review period. | 24/05/2023 | 24/05/2024 | 24/05/2025 |
| Financial report required from partners for PC control within 30 days, or else adapted to closest institutional possibility. | 30/06/2023 | 30/06/2024 | 30/06/2025 |
| Contribution from partners to the technical report required for PC check within 30 days. | 30/06/2023 | 30/06/2024 | 30/06/2025 |



| | | | |
|---|--|--|--|
| Submission to EC: within 60 days or else, as required by EC PO on the basis of set review meeting date. | 31/07/2023 | 31/07/2023 | 31/07/2023 |
| Pre-review meeting & Review meeting | <i>Tbd (August/September 2023)</i> | <i>Tbd (August/September 2024)</i> | <i>Tbd (August/September 2025)</i> |

For the financial report, **each project partner is responsible for their own financial reporting**. Partners will send **internal financial report** to the PC and Financial Manager following the corresponding template which will be previously distributed among partners and shared on SharePoint. Partners are asked to complete the internal financial report online on SharePoint, if possible. The internal financial report will inform on person-month efforts for each WP in which the participant is involved, and related costs incurred during the corresponding period. The match of reported person-month efforts with the planned activities for each WP and their time plan according to the Gantt Chart (Annex 1) will be the first tool for evaluating any significant deviations. Comments will be required to explain these deviations and changes to expected budgets should be included.

Specific comment for travels: partners are required to provide the following details:

- Purpose of travel & Meeting dates
- Related Work Package
- Travel Dates & Place
- The traveller(s) job position

E.g.: Workshop X, Barcelona (ES): 6-7 July 2022; WP2, travel 5-7 July 2022, 1 Science Officer + 1 Junior Science Officer = 987 €; Catering for 42 participants = 1.344 €; Venues' dinner (39 participants) 1.344€.

Specific comment for hosting meetings: partners are requested to provide in addition to the previous information:

- Detailed amount spent on catering, venues & travels (reimbursement)
- The list of attendance signed by all the attendees.

This information is crucial to justify the expenses dedicated to catering services.

After compiling and approving the internal financial reports provided by the partners, the Project Office's financial manager will ask the project partners to prepare:

- **Individual financial statement** (see [GA - Annex 4 Model for the financial statements](#)) for the reporting period concerned. This financial statement must detail the eligible costs for each budget category. Each partner and linked third parties must declare all eligible costs, even if costs exceed the amounts indicated in the estimated budget;
- **An explanation of the use of resources** and information on subcontracting and in-kind contributions provided by third parties from each partner for the reporting period concerned; explanation of costs exceeding the amounts indicated in the estimated budget shall be included in the Technical Report.

A '**periodic summary financial statement**' will be created automatically by The Funding & Tenders Portal consolidating the individual financial statements of the partners, including the request for interim payment.

The PC will have a final check on the statements and submit electronically to the EC.



All templates and relevant information will be provided by the PC on SharePoint in dedicated folder [“Reporting”](#).

Useful information and tutorials on reporting can be also found on the [EC Online Manual](#) and [EU Science & Innovation YouTube channel](#).

Review Meetings

The date of the review meeting is defined by the PC and the PO. The PC suggest potential dates based on the WP Leaders’ availabilities and the PO will select one. The final date will be shared with the MB. The presence of at least one representative of each WP leader is required, whilst the assistance of task leaders is recommended.

Payment arrangements

Financial provisions are described under the [Consortium Agreement](#) - Section 7 (Financial provisions). Payments will be made to the Coordinator, who must distribute them between the beneficiaries without unjustified delay, according to:

- the Consortium Plan (see GA - Annex 2)
- the approval of reports by the Funding Authority, and
- the provisions of payment in CA-Section 7.2.

The payment schedule, which contains the transfer of pre-financing and interim payments to Parties, will be handled according to the following:

- Funding of costs included in the Consortium Plan will be paid to Parties after receipt from the Funding Authority in separate instalments as agreed below:
 - **80% of EU pre-financing** without undue delay and in conformity with the provisions of the Grant Agreement, depending on the coming into force of the Consortium Agreement and the submission of a valid Financial identification form. If Financial Capacity Assessment (FCA) is required by the Funding Authority, the pre-financing shall be sent to the Beneficiary after approval of the FCA.
 - **100% of interim payments** without undue delay and in conformity with the reporting procedures and upon approval of the corresponding financial statements by the Funding Authority.
 - **The final payment** shall be distributed no later than 30 days after its reception by the Coordinator. This final payment will be issued to all Parties after the conclusion of the Project, calculated as the difference between the amount already paid to the Party as pre-financing plus interim payment and the total eligible costs of the Party, accepted by the Funding Authority.
 - The interim payment will be distributed in 1 instalment within 30 days after its reception by the coordinator. This will be done according to the approval of the costs by the Funding Authority in the first reporting period.
 - The final payment will be distributed in 1 instalment within 30 days after the beneficiaries’ liabilities’ settlements to the Coordinator. This final payment will be issued to all Parties after the conclusion of the Project, calculated as the difference between the amount already paid to the Party as pre-financing plus interim payment and the total eligible costs of the Party, accepted by the Funding Authority.
- Funding for costs accepted by the Funding Authority will be paid to the Party concerned.



The Coordinator is entitled to withhold fully or partially any payments due to a Party identified as significantly under-spending according to article 7.1.3 of the CA. The Coordinator is entitled to withhold any payments due to a Party identified by a responsible Management Board to be in breach of its obligations under this Consortium Agreement or the Grant Agreement or to a Beneficiary which has not yet signed this Consortium Agreement. The Coordinator is entitled to recover any payments already paid to a Defaulting Party. The Coordinator is equally entitled to withhold payments to a Party when this is suggested by or agreed with the Funding Authority.

Budget allocation

The estimated budget for the action can be found in [the GA, Annex 2 Estimated budget for the action](#), while a summary is provided in Table 4. Around 65% of the total budget is allocated to personnel costs. Purchase costs (15% of the total budget) include travel costs for consortium level events as well as for mid-term event and final project conference for members of consortium, Associated partners and AB members. The rest of the purchase costs cover organisational costs (mid-term event, final conference, expert fees for external trainers, graphic work, website upgrade, project videos, proofreading, printing costs, online tools costs, etc.) and costs of engagement with the target stakeholders and participants in citizen engagement actions, maximising the project impacts and the proper and efficient dissemination of the project results. This cost category also includes a central budget to be distributed among project partners for RFO CoP WG leadership that will be identified at the start of the project.

Table 4 – Estimated Budget for the Action

| Partner | Direct personnel costs | Direct costs of subcontracting | Travel and subsistence | Other goods, works and services | Indirect costs | Total costs | Requested EU contribution |
|--------------------|------------------------|--------------------------------|------------------------|---------------------------------|----------------|-------------|---------------------------|
| 1. ISAS CR | 163,111.00 | 0.00 | 34,000.00 | 86,250.00 | 70,840.25 | 354,201.25 | 354,201.00 |
| 2. KD/KIF | 152,035.00 | 0.00 | 12,500.00 | 0.00 | 41,133.75 | 205,668.75 | 205,668.00 |
| 3. UGOT | 154,680.00 | 0.00 | 16,100.00 | 0.00 | 42,695.00 | 213,475.00 | 213,475.00 |
| 4. FECYT | 125,325.00 | 0.00 | 11,500.00 | 3,000.00 | 34,956.25 | 174,781.25 | 174,781.00 |
| 5. IHS | 122,080.00 | 0.00 | 10,500.00 | 4,000.00 | 34,145.00 | 170,725.00 | 170,725.00 |
| 6. HEA | 117,280.00 | 0.00 | 12,500.00 | 0.00 | 32,445.00 | 162,225.00 | 162,225.00 |
| 7. UEFISCDI | 114,030.00 | 0.00 | 23,500.00 | 32,500.00 | 42,507.50 | 212,537.50 | 212,537.00 |
| 8. BMBWF | 32,340.00 | 0.00 | 6,000.00 | 0.00 | 9,585.00 | 47,925.00 | 7,500.00 |
| 9. JR | 103,429.00 | 0.00 | 18,000.00 | 25,000.00 | 36,607.25 | 183,036.25 | 183,036.00 |
| 10. DLR | 42,150.00 | 0.00 | 8,000.00 | 0.00 | 12,537.50 | 62,687.50 | 62,687.00 |
| 11. MOST | 34,680.00 | 0.00 | 8,000.00 | 0.00 | 10,670.00 | 53,350.00 | 53,350.00 |
| 12. RCN | 144,279.00 | 0.00 | 5,600.00 | 0.00 | 37,469.75 | 187,348.75 | 187,348.00 |
| 13. OPI | 49,850.00 | 0.00 | 8,000.00 | 0.00 | 14,462.50 | 72,312.50 | 72,312.00 |
| 14. TA CR | 31,970.00 | 0.00 | 6,000.00 | 0.00 | 9,492.50 | 47,462.50 | 47,462.00 |



| | | | | | | | |
|--------------------|---------------------|-------------|-------------------|-------------------|-------------------|---------------------|---------------------|
| 15. RCL | 37,400.00 | 0.00 | 7,500.00 | 0.00 | 11,225.00 | 56,125.00 | 56,125.00 |
| 16. FCT | 73,388.00 | 0.00 | 8,000.00 | 0.00 | 20,347.00 | 101,735.00 | 101,735.00 |
| 17. EKT | 25,160.00 | 0.00 | 8,000.00 | 0.00 | 8,290.00 | 41,450.00 | 41,450.00 |
| 18. UMB | 23,100.00 | 0.00 | 8,000.00 | 0.00 | 7,775.00 | 38,875.00 | 38,875.00 |
| 19. FRRB | 51,650.00 | 0.00 | 8,000.00 | 0.00 | 14,912.50 | 74,562.50 | 74,562.50 |
| 20. BNSF | 34,600.00 | 0.00 | 8,000.00 | 0.00 | 10,650.00 | 53,250.00 | 53,250.00 |
| 21. VINNOVA | 144,420.00 | 0.00 | 8,000.00 | 0.00 | 38,105.00 | 190,525.00 | 190,525.00 |
| 22. VA | 91,969.00 | 0.00 | 8,000.00 | 20,000.00 | 29,992.25 | 149,961.25 | 149,961.00 |
| 23. TUBITAK | 23,800.00 | 0.00 | 8,000.00 | 0.00 | 7,950.00 | 39,750.00 | 39,750.00 |
| 24. VU | 22,150.00 | 0.00 | 7,500.00 | 0.00 | 7,412.50 | 37,062.50 | 37,062.00 |
| 25. SDU | 53,708.00 | 0.00 | 8,000.00 | 0.00 | 15,427.00 | 77,135.00 | 77,135.00 |
| 26. ETAg | 17,662.00 | 0.00 | 8,000.00 | 0.00 | 6,415.50 | 32,077.50 | 32,077.00 |
| Total costs | 1,986,246.00 | 0.00 | 275,200.00 | 170,750.00 | 608,049.00 | 3,040,245.00 | 2,999,814.00 |

Summary of staff efforts

Table 5 - Staff effort

| | WP1 | WP2 | WP3 | WP4 | WP5 | WP6 | WP7 | WP8 | Total PM per Participant |
|--------------------|--------------|-------------|-------------|--------------|-------------|-------------|--------------|--------------|--------------------------------|
| 1. ISAS CR | 24.25 | 0.20 | 1.50 | 0.15 | 0.20 | 0.20 | 3.50 | 11.20 | 41.20 |
| 2. KD/KIF | 2.00 | 8.00 | 0.10 | 0.15 | 0.20 | 0.20 | 1.70 | 3.75 | 16.10 |
| 3. UGOT | 2.00 | 0.20 | 7.85 | 0.15 | 0.20 | 0.20 | 4.70 | 3.75 | 19.05 |
| 4. FECYT | 4.00 | 0.40 | 2.60 | 10.50 | 0.20 | 0.20 | 3.20 | 6.75 | 27.85 |
| 5. IHS | 2.00 | 0.20 | 0.00 | 0.15 | 8.50 | 0.20 | 1.70 | 3.75 | 16.50 |
| 6. HEA | 2.00 | 2.20 | 0.10 | 0.15 | 0.20 | 9.50 | 1.70 | 3.75 | 19.60 |
| 7. UEFISCDI | 2.00 | 0.20 | 0.10 | 0.15 | 0.20 | 0.20 | 11.50 | 3.75 | 18.10 |
| 8. BMBWF | 1.00 | 0.20 | 0.10 | 0.15 | 0.00 | 0.20 | 1.70 | 3.25 | 6.60 |
| 9. JR | 1.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 10.00 | 0.50 | 11.50 |
| 10. DLR | 1.00 | 0.00 | 0.00 | 2.00 | 0.00 | 0.00 | 0.50 | 1.25 | 4.75 |
| 11. MOST | 1.00 | 0.20 | 0.10 | 0.15 | 0.20 | 0.20 | 1.70 | 3.25 | 6.80 |
| 12. RCN | 1.00 | 0.10 | 1.10 | 3.00 | 0.00 | 0.20 | 4.70 | 6.35 | 16.45 |
| 13. OPI | 1.00 | 0.20 | 0.10 | 0.15 | 5.00 | 4.00 | 1.70 | 3.25 | 15.40 |
| 14. TACR | 1.00 | 0.20 | 0.10 | 3.65 | 0.00 | 0.20 | 1.70 | 3.25 | 10.10 |
| 15. RCL | 1.00 | 0.00 | 0.00 | 0.05 | 0.00 | 3.10 | 1.60 | 1.05 | 6.80 |
| 16. FCT | 1.00 | 9.00 | 0.10 | 0.15 | 0.00 | 0.20 | 1.75 | 3.25 | 15.45 |



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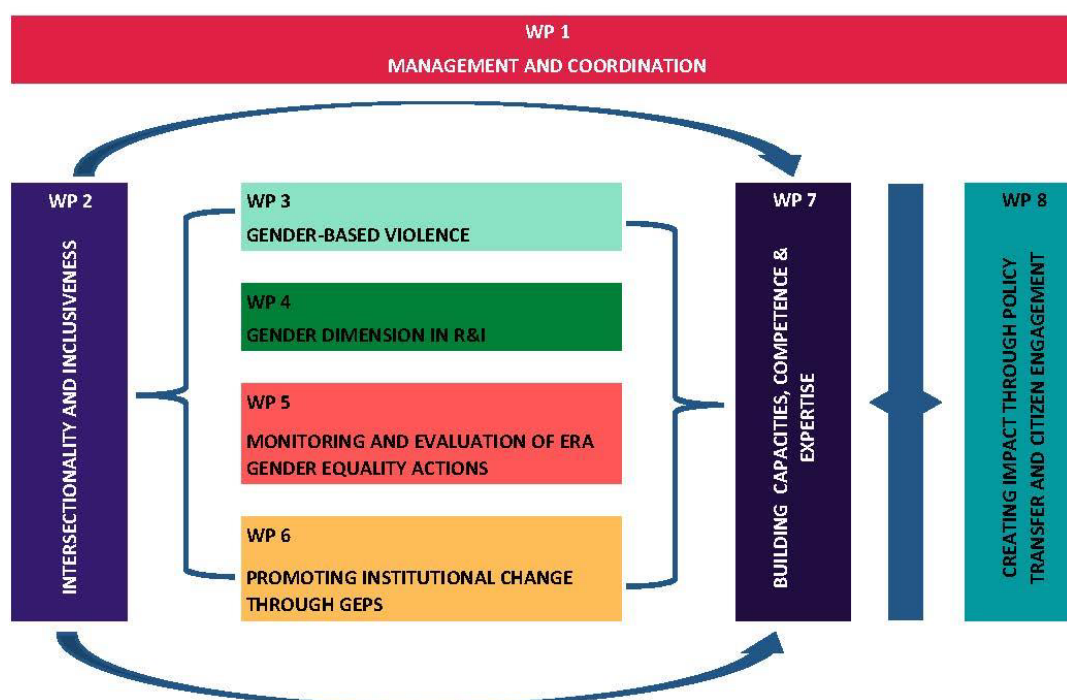
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| | | | | | | | | | |
|-----------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|---------------|
| 17. EKT | 1.00 | 0.20 | 0.10 | 0.15 | 0.20 | 0.20 | 1.70 | 3.25 | 6.80 |
| 18. UMB | 1.00 | 0.20 | 0.10 | 0.15 | 0.20 | 0.20 | 1.70 | 3.25 | 6.80 |
| 19. FRRB | 1.00 | 0.20 | 0.10 | 0.15 | 0.00 | 1.20 | 1.70 | 3.25 | 7.60 |
| 20. BNSF | 1.00 | 0.20 | 0.10 | 2.15 | 0.00 | 0.20 | 1.75 | 3.25 | 8.65 |
| 21. VINNOVA | 11.00 | 0.20 | 0.10 | 0.15 | 0.00 | 0.20 | 1.70 | 3.25 | 16.60 |
| 22. VA | 2.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 2.70 | 6.25 | 10.95 |
| 23. TUBITAK | 1.00 | 0.20 | 0.10 | 0.15 | 0.20 | 0.20 | 1.70 | 3.25 | 6.80 |
| 24. VUSA | 1.00 | 0.20 | 0.10 | 0.10 | 0.00 | 0.10 | 0.60 | 2.20 | 4.30 |
| 25. SDU | 1.00 | 0.20 | 0.10 | 0.15 | 0.20 | 0.20 | 0.70 | 3.25 | 5.80 |
| 26. ETAg | 1.00 | 0.20 | 0.10 | 0.15 | 0.00 | 0.20 | 1.70 | 3.25 | 6.60 |
| TOTAL PM | 68.25 | 23.10 | 14.75 | 24.00 | 15.70 | 21.50 | 69.30 | 96.55 | 333.15 |

5. PROJECT WORK STRUCTURE

GENDERACTIONplus consists of eight work packages. Figure 2 summarises the main linkages between these WPs.

Figure 2 - Structure of the work



WP 1 Management and coordination ensures consistent and effective management and optimal coordination among the WPs as well as the management of the RFO COP and its Working Groups (WGs).

WP 2 Intersectionality and inclusiveness will feed the other thematic WPs. It is specific in that intersectionality and inclusiveness must be mainstreamed into WP 3–6 to ensure that the gender+ perspective can start to be developed in EU R&I policy making and coordination. The objective of WP 2 is to explore the use of terminology, existing policies and practice on intersectionality, diversity and inclusiveness in R&I in the ERA.

WP 3 Gender based violence aims at policy coordination and capacity building on GBV and SH in RFOs, RPOs and national authorities, through updated research-based benchmarking and targeted mutual learning and strategic policy advice, building on the ongoing Horizon 2020 project UniSAFE and incorporating existing research.

WP 4 Gender dimension in research and innovation will enhance policy coordination across MS and AC to advance the gender dimension in R&I from an intersectional perspective through the whole cycle of R&I funding.

WP 5 Monitoring and evaluation of ERA gender equality actions will provide indicators for monitoring the implementation of inclusive GE policies at the national level. Presented through a dashboard on the project website, indicators will be advanced to reflect current developments (e.g. diversity-oriented approaches), and will complement the ERA scoreboard and the ERA monitoring (quantitative indicators).

WP 6 Promoting institutional change through GEPs will develop a system for monitoring and evaluating the implementation and impact of GEPs in order to support institutional change as the main instrument to promote inclusive GE in the new ERA.

WP 7 Building capacities, competence and expertise aims to engage the two CoPs through F2F and virtual capacity building and mutual learning workshops, including the activities of the EGET, with a view to contributing to the strategic objective of overcoming geographical inequalities in gender equality policy development and implementation.

WP 8 Creating impact through policy transfer and citizen engagement ensures maximum impact in terms of diffusing the policy advice developed and fostering exchange with target groups. Apart from implementing the C&D&E strategy, it will cooperate with thematic WPs to communicate results, ensure citizen and stakeholder involvement and reach the project impact both at the national and European levels through NIPS and the EU impact plans.

6. PROJECT TIME MANAGEMENT

For reference, the WP descriptions can be found in the Description of Action, part A of the [GA](#). The whole project time management can be found in the Gantt chart in [Annex 1](#).

Deliverables schedule

GENDERACTIONplus Deliverables (Ds) are the channels through which project efforts – and the results thereof – are described and reported. The procedure of deliverables preparation is described in [Section 11](#). Table 3 summarises **GENDERACTIONplus** deliverables, their corresponding deadlines, the partners leading them and suggested quality editors for the deliverables due in first months of the project. Updated table will be available on project [SharePoint](#).



Table 6 - Deliverables schedule

| WP No | Del. No | Title | Responsible Partner | Dissemination Level | Est. Del. Date | Send to QE | QE sends to partners | All comments settled | Send to QE and PC | Quality Editors | Due month |
|-------|---------|---|---------------------|---------------------|----------------|------------|----------------------|----------------------|-------------------|--|-----------|
| 1 | 1.1 | Project Handbook | ISAS CR | Public | 31-Jul-22 | 11-Jul-22 | 16-Jul-22 | 26-Jul-22 | 28-Jul-22 | Ross Woods | 2 |
| 8 | 8.1 | Communication and dissemination plan and project promotion kit | ISAS CR | Public | 31-Aug-22 | 11-Aug-22 | 16-Aug-22 | 26-Aug-22 | 28-Aug-22 | Partner 22 VA | 3 |
| 1 | 1.3 | Data Management Plan | ISAS CR | Public | 30-Nov-22 | 10-Nov-22 | 15-Nov-22 | 25-Nov-22 | 27-Nov-22 | Angela Wroblewski | 6 |
| 3 | 3.1 | Benchmarking report on GBV and SH targeting national authorities and RFOs | UGOT | Public | 28-Feb-23 | 8-Feb-23 | 13-Feb-23 | 23-Feb-23 | 25-Feb-23 | Jana Dvořáčková, Eva Sophia Myers, Maria Mortensen | 9 |
| 2 | 2.1 | Benchmarking report on terminology and policy on intersectionality | KD/KIF | Public | 31-Mar-23 | 11-Mar-23 | 16-Mar-23 | 26-Mar-23 | 28-Mar-23 | | 10 |
| 4 | 4.1 | Benchmarking and assessment report on guidelines for sex/gender analysis | FECYT | Public | 31-May-23 | 11-May-23 | 16-May-23 | 26-May-23 | 28-May-23 | | 12 |



| | | | | | | | | | | | |
|---|-----|---|----------|--------|-----------|-----------|-----------|-----------|-----------|--|----|
| 6 | 6.1 | Benchmarking analysis and assessment report how MS monitor/evaluate institutional change through GEPs | HEA | Public | 31-Jul-23 | 11-Jul-23 | 16-Jul-23 | 26-Jul-23 | 28-Jul-23 | | 14 |
| 5 | 5.1 | First report on monitoring ERA action implementation at national level | IHS | Public | 31-Aug-23 | 11-Aug-23 | 16-Aug-23 | 26-Aug-23 | 28-Aug-23 | | 15 |
| 7 | 7.1 | Mid-term evaluation report on capacity building and mutual learning | UEFISCDI | Public | 30-Sep-23 | 10-Sep-23 | 15-Sep-23 | 25-Sep-23 | 27-Sep-23 | | 16 |
| 3 | 3.2 | Baseline document on current and future RFO preventive measures on GBV and SH | UGOT | Public | 30-Nov-23 | 10-Nov-23 | 15-Nov-23 | 25-Nov-23 | 27-Nov-23 | | 18 |
| 2 | 2.2 | Policy report on inclusive research careers | FCT | Public | 31-Jan-24 | 11-Jan-24 | 16-Jan-24 | 26-Jan-24 | 28-Jan-24 | | 20 |
| 6 | 6.2 | Guidance on establishment of GEP monitoring systems | HEA | Public | 31-Jan-24 | 11-Jan-24 | 16-Jan-24 | 26-Jan-24 | 28-Jan-24 | | 20 |



| | | | | | | | | | | | |
|---|-----|---|----------|--------|-----------|-----------|-----------|-----------|-----------|--|----|
| 3 | 3.3 | Online template for a zero-tolerance policy on GBV and SH for RFOs | UGOT | Public | 31-May-24 | 11-May-24 | 16-May-24 | 26-May-24 | 28-May-24 | | 24 |
| 6 | 6.3 | GEP impact evaluation system | HEA | Public | 31-May-24 | 11-May-24 | 16-May-24 | 26-May-24 | 28-May-24 | | 24 |
| 4 | 4.2 | Assessment report on the national expertise mobilized to support NCPs | FECYT | Public | 31-Aug-24 | 11-Aug-24 | 16-Aug-24 | 26-Aug-24 | 28-Aug-24 | | 27 |
| 5 | 5.2 | Second report on monitoring ERA action implementation at national level | IHS | Public | 30-Nov-24 | 10-Nov-24 | 15-Nov-24 | 25-Nov-24 | 27-Nov-24 | | 30 |
| 7 | 7.2 | Final evaluation report on capacity building and mutual learning | UEFISCDI | Public | 30-Apr-25 | 10-Apr-25 | 15-Apr-25 | 25-Apr-25 | 27-Apr-25 | | 35 |
| 8 | 8.2 | Final report on citizen and stakeholder engagement and implementation of impact plans | VA | Public | 30-Apr-25 | 10-Apr-25 | 15-Apr-25 | 25-Apr-25 | 27-Apr-25 | | 35 |



| | | | | | | | | | | | |
|---|-----|--|---------|--------|-----------|-----------|-----------|-----------|-----------|--|----|
| 1 | 1.2 | Report on the RFO Community of Practice actions and achievements | Vinnova | Public | 31-May-25 | 11-May-25 | 16-May-25 | 26-May-25 | 28-May-25 | | 36 |
| 4 | 4.3 | Report on policy coordination across MS and AC and promising practices to advance the gender dimension in R&I in the ERA | FECYT | Public | 31-May-25 | 11-May-25 | 16-May-25 | 26-May-25 | 28-May-25 | | 36 |



Milestones schedule

Milestones (MSs) are control points in the project that help to chart progress (*kick-off meetings, steering committees, first-draft of a survey, etc.*). They may correspond to the completion of a key deliverable, which allows the next phase of the work to begin or is needed at intermediary points. Sub-objectives, or stages, into which a project is divided for facilitating monitoring of work performance. GENDERACTIONplus MSs are presented in Table 7.

Table 7 - Milestones schedule

| Number | Milestone Title | WP Number | Due Date | Lead Partner | Means of Verification |
|--------|---|-----------|----------|--------------|--|
| MS1 | Advisory Board set up and interest indicated in topics and outputs | 1 | 3 | ISAS CR | Members of the AB listed on website |
| MS2 | RFO CoP WGs set up | 1 | 3 | VINNOVA | The RFO CoP WGs listed on website |
| MS3 | Network of national expertise established | 4 | 15 | FECYT | Database of experts exists |
| MS4 | First version of dashboard | 5 | 15 | OPI | Dashboard live on website |
| MS5 | First NIPs developed | 8 | 17 | RCN | NIPs submitted to task leader |
| MS6 | Strategic policy advice on intersectionality and diversity | 2 | 20 | KD/KIF | Advice published on website and disseminated |
| MS7 | Strategic policy advice on inclusive research careers | 2 | 25 | FCT | Advice published on website and disseminated |
| MS8 | Policy briefs on RFO engagement in preventing GBV and SH in ERA | 3 | 28 | UGOT | Briefs published on website and disseminated |
| MS9 | Policy advice on how to leverage M&E systems to ensure fullest impact of new GEP requirements in Horizon Europe and the new ERA | 6 | 28 | HEA | Advice published on website and disseminated |



7. PROJECT INTERNAL COMMUNICATION

Electronic communication

All mail correspondence related to GENDERACTIONplus is handled via a dedicated mailing account (genderaction@genderaction.eu) hosted on ISAS CR's mail server and managed by the PM. This dedicated mailing account shall be used primarily by the Coordinator to address the consortium with messages relevant to both Project Partners and Associated Partners. Members of the consortium shall use this account carefully (bearing in mind that the mailing list includes approx. 80 people receiving such messages) for sharing information of high importance solely related to the project. In case of doubt, members of the consortium are encouraged to contact the Coordinator and Project Manager first and discuss the matter with them.

For consortium related emails, it is important to ensure that all consortium members are included in email communication that concerns them. For instance, when a communication for a particular WP task may impact the activities of other tasks (possibly in different WPs), the partners involved in these other tasks should be 'carbon copied' in the correspondence. It is recommended to flag in the email body which partner is requested to provide an answer and to define the specific deadline for it. The use of the word "urgent" is recommended to be used exceptionally and only when an urgent response is requested.

Email subject line

Due to the fact that many partners participate in multiple projects, all email correspondence related to this project must be headed with "GENDERACTIONplus" in the subject, followed by the WP number and/or a short title indicating the subject: e.g., "GENDERACTIONplus _WP1_D1.1 Project Handbook reviewing".

For effective communication, a precision of needs and means is required.

Needs: the requests are sent out in emails with deadlines noted, and with specific mentions on

- what is needed,
- by whom, and
- where in the document.

Means: partners commit to constructive engagement with authors. To avoid misunderstandings, requests are divided into two categories:

- Request for 'INPUT' is used for documents that need added text from partners. Track-changes should be on.
- Request for 'FEEDBACK' is used for documents that are ready to be reviewed. Use of comments is preferred.

Email response time

Partners are required to reply to regular project-related emails within 3 working days and within 1 working day to emails marked as "urgent".

Planned holidays/leaves

Partners shall inform the Coordinator about any planned holidays and/or leaves longer than 14 days so that the necessary workflow is ensured.

For the summer months (June – September), partners are obliged to complete the table on the collaborative online space SharePoint indicating their planned holidays. Based on this table, the work



plan for the technical report and the financial report preparation in June and July will be agreed each year.

GENDERACTIONplus contact list

[GENDERACTIONplus project contact list](#) is kept separately at the project shared working space SharePoint. All Project Partners and Associated Partners are obligated to keep their contact information up-to-date and provide **at least two “daily communication” contacts** from their institution to ensure substitutability in the event of absence.

Project Meetings

Project meetings will take place at regular intervals in the project, and when sensible, in conjunction with other planned events, i.e., project meeting organised back-to-back with EC review meetings. In light of the experience with the COVID pandemic, fixed dates/locations of project meetings were not preliminary set. These will be decided at a later stage in the frame of the MB meetings. In cases when meetings can take place physically, the partner hosting the meeting will select the location and will be responsible for all logistical arrangements. Table 5 indicates the meetings schedule already agreed by the partners.

If organised online, the meetings shall not exceed a specified time; all shall end 5 minutes before the scheduled end of the meeting.

The **General Assembly (GEA) meetings** will take place three times a year (two half-days online, one face-to-face). All partners are expected to join these meetings with at least one representative per organisation. If required, GEA meetings may be rescheduled according to the availabilities of the partners, but rescheduling should be an exception, rather than a frequent practice. The meetings will be chaired by the PC or PM.

The **Management Board (MB) meetings** (Coordinator + WP Leaders) will take place online on a monthly basis (**on the fourth Wednesday of each month at 15:00 CET**) for the entire GENDERACTIONplus timespan; calendar invite will be sent. All WP leaders and task leaders are expected to join these meetings. The meetings will be chaired by the PC or PM.

The **Work Package (WP) meetings** (WP Leader + Task Leaders) will take place online on a monthly basis or as needed given the workflow. WP leaders are expected to organise and chair these meetings, planning the agenda and making minutes. Agenda and minutes shall be available on the SharePoint for all project partners. The Coordinator can join the meetings if necessary/welcome. If required, WP meetings may be rescheduled according to the availabilities of the partners, but rescheduling should be an exception,

The **Coordinator and WP Leader meetings** will take place online on a monthly basis (Wednesday) or as needed given the workflow. It is upon agreement whether this meeting will be held or whether the Coordinator joins regular WP meeting.

The **Review meetings** will take place after each reporting period, either online or in person in Brussels. The Coordinator, the Project Manager, the Financial Manager, and WP Leaders are expected to join these meetings. The meetings will be chaired by the EC REA Project Officer.



Table 8 - Project Meetings schedule

| Date | Subject | City/Virtual | Organizer/s |
|---------------------|-----------------------------------|--------------|-------------|
| 8 – 10 June 2022 | GENDERACTIONplus Kick-Off Meeting | Prague | ISAS CR |
| October 2022 | General Assembly meeting | Virtual | ISAS CR |
| February 2023 | General Assembly meeting | Virtual | ISAS CR |
| June 2023 | General Assembly meeting | Vienna | IHS |
| Tbd (August 2023)* | RP1 Review Meeting | <i>Tbd</i> | EC PO |
| October 2023 | General Assembly meeting | Virtual | ISAS CR |
| Tbd (December 2023) | Midterm Event | <i>Tbd</i> | ISAS CR |
| February 2024 | General Assembly meeting | Virtual | ISAS CR |
| June 2024 | General Assembly meeting | Madrid | FECYT |
| Tbd (August 2024)* | RP2 Review Meeting | <i>Tbd</i> | EC PO |
| October 2024 | General Assembly meeting | Virtual | ISAS CR |
| February 2025 | General Assembly meeting | Virtual | ISAS CR |
| Tbd (April 2025) | Final Event | <i>Tbd</i> | ISAS CR |
| Tbd (August 2025)* | RP3 Review Meeting | <i>Tbd</i> | EC PO |

* Concrete dates of Review Meetings to be decided and confirmed with the Project Officer before the end of each Reporting Period.

Agenda and Minutes from General Assembly and Management Board meetings

For the General Assembly meetings, the Project Coordinator shall prepare and send all partners a written original agenda no later than **14 calendar days preceding the meeting**, or 7 calendar days before an extraordinary meeting. Any consortium member may add an item to the original agenda by written notification to all of the other consortium members **no later than 7 calendar days preceding the meeting** and 2 days preceding an extraordinary meeting.

For monthly Management Board meetings, the Project Coordinator shall prepare and send all partners a written original agenda no later than **5 calendar days preceding the meeting**, or 2 calendar days before an extraordinary meeting. Any MB member may add an item to the original agenda by written notification to all of the other MB members **no later than 2 calendar days preceding the meeting** and 1 day preceding an extraordinary meeting.

In the case of the monthly MBM, the partners present or represented may unanimously agree to add a new item to the original agenda; this **must be discussed at the beginning of the meeting. To help the WP leaders prepare and make the coordination efforts smoother, all issues for discussion should be added to the agenda prior to the meeting and any other business (AOB) limited to information items only.**

Minutes shall be shared with partners via SharePoint within 10 working days after each Consortium meeting and within 5 working days after Management Board meeting. The minutes shall be considered as accepted by the beneficiaries if, within 15 calendar days from being shared, no beneficiary has voiced an objection or request for revision to the PC. The PC shall share the accepted



minutes to all the members of the consortium/Management Board. In cases when meetings are recorded for reporting purpose, and such recordings are saved on the collaborative SharePoint site, the PC/WP Leader/Other responsible for the meeting is required to dispose of the recorded file after the minutes are accepted, in order not to saturate the site.

Ad-hoc meetings to address emerging project issues with the whole consortium, as well as meetings to address WP-related issues with relevant partners, may be convened as needed and without restrictions. These can be hosted by the PC or by another member, when the presence of the PC is not required. Sharing of the meeting minutes on the SharePoint should take place at the earliest opportunity.

8. PROJECT FILES

SharePoint

A document repository (<https://soccascz.sharepoint.com/sites/GENDERACTIONplus>) has been created in the project's collaborative platform (SharePoint). Its access is restricted to project partners and Associated Partners only (based on contacts they provided), however for certain individuals outside of the consortium (i.e., members of the AB) a limited access can be granted to strictly identified folders/information. The SharePoint access settings and authorizations are all centrally handled by the Project Office, where the members of ISAS CR team are the curators. Core project documentation (i.e., project consortium info, GA, CA, among others) also exists as backup versions on the server of the Project Office.

All requests for adding/removing team members and other individuals from the collaborative platform should be addressed to the Project Administrator at the Project Office via e-mail. WP leaders are responsible for the organisation and curation of their dedicated WP folder.

SharePoint will be used for sharing main project documents. In [WP1 Management and coordination folder](#), all templates (periodical and internal reporting, communication & dissemination, financial, deliverable reports, etc.) will be available.

WP Leaders and Task leaders are encouraged to use SharePoint for the joint work when drafting documents (policy briefs, deliverable reports, etc.) and to save here all documents relevant for their work.

File naming and exchange

The following format for file naming is recommended:

- For deliverables: **GENDERACTIONplus_DX.X_Title**. Where "X.X" is the deliverable number, "Title" is the deliverable title. To label the different working version "_vYY" will be added at the end of the file name, where "Y" is the version number using 00 for the draft, 01 for the first version and f for the semi-final version. For example, the file name for the first version of this document is "GENDERACTIONplus_D2.1_Project Handbook_v01", for the semi-final version "GENDERACTIONplus_D2.1_Project Handbook_vf", and once submitted it will be "GENDERACTIONplus_D2.1_Project Handbook".
- For other files: **GENDERACTIONplus_Title** or if they belong to a specific WP **GENDERACTIONplus_WPX_Title**, following the same convention of adding "_vYY" to identify the different working versions when needed.



Formatting rules

Any and all documents submitted to the Coordinator shall be of the following format:

- Arial 10, spacing 6 points below, 1.15 spacing, left-right aligned;
- For main headings, use Heading 1, for subheadings 2 and 3 use Headings 2 and 3.

When generating the text file, kindly note:

- Double-check for double spaces using Find and Replace;
- No hard return at the end of a line, unless at the end of a paragraph;
- Do not use indent or tab at the beginning of a paragraph;
- Do not use ALL CAPS for headings or for emphasis;
- Use formatting sparingly (e.g., *italics* for emphasis);
- Follow punctuation marks (, . ; :) with one blank space;
- hyphen, m-dash.

No blank space before and after a hyphen (e.g., pp. 35-46) but use a single blank space before and after a dash, which – usually – symbolizes an insertion into a sentence, except when used in combination with a punctuation mark (–,).

- Use protected blank spaces for digits, symbols or abbreviations that should not run into the next line such as p. 25, § 16, or \$ 560

PLEASE NOTE. Choose one of two methods for abbreviations and stick with it throughout: Either no blank space as in e.g., or with protected blank space as in e. g.

- Use comma for numbers above one thousand (e.g., 1,000; 56,000; 431,000);
- Dates should be on one line. Use no blank space (4.4.1996). Please use British format of dates (eg 18 April 2018);
- Use “ ” for quotation marks;
- Use ‘ ’ for apostrophe or simple quotation mark (not accent grave (à) or aigu (é));
- Use three periods for suspension points (...) with one blank space before and after to indicate missing word or words;
- No double blank spaces (- easily to be eliminated with search/replace function);
- When creating a table, set a tab for each column – DO NOT use blank spaces;
- In general, avoid using special characters such as wingdings.

Citations in the text:

- Short citations in the text in brackets (Name Year: Page) - e.g.: (Butler 1990: 29);
- Indirect citation: (cited in Name Year: Page);
- Direct citations less than or equal 4 lines: Under quotation marks in the continuous text;
- Direct citations exceeding 4 lines start in a new line, no quotation marks, single-spaced, no indentation, left and right aligned;
- Omissions: [...] and insertions: [in] square brackets;
- Titles of books, journals, articles etc. *in italics*.

Citations in bibliography

(in alphabetic order)

- Works with one author:

Last name, First name (Year): *Title*. Place: Publisher.

Butler, Judith (1990): *Gender trouble. Feminism and the subversion of identity*. New York: Routledge.



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- Works with two or three authors/editors:

Last name, First name and First name Last name (Year): *Title*. Place: Publisher.

Last name, First name, First name Last name and First name Last name (Year): *Title*. Place: Publisher.

Last name, First name and First name Last name (Eds.) (Year): *Title*. Place: Publisher.

Last name, First name, First name Last name and First name Last name (Eds.) (Year): *Title*. Place: Publisher.

Busse, Dietrich, Fritz Hermanns and Wolfgang Teubert (Eds.) (1994): *Begriffsgeschichte und Diskursgeschichte. Methodenfragen und Forschungsergebnisse der historischen Semantik*. Opladen: Westdt. Verl.

- Articles in books:

Last name, First name (Year): Title of the article. In: First name Last name (Hg.): *Title of the book*. Place: Publisher. Page-Page.

- Articles in newspapers:

Last name, First name (Year): Title of the article. In: *Title of the Newspaper*. Day Month. Page-Page.

- Articles in journals:

Last name, First name (Year): Title of the article. In: *Title of the journal*. Volume, Number. Page-Page.

9. ETHICAL CONSIDERATIONS

Following relevant HE guidelines, GENDERACTIONplus will undergo the Ethics Appraisal Procedure. From a procedural point of view, all WPLs are responsible for the application of ethical requirements in their work in line with Article 14 Ethics and Values of the [GA](#). The PC has the overall responsibility for the ethical management of the project, and any relevant issues or questions must be reported to the PC. Moreover, each WP incorporates quality control, assessment and review processes that may involve ethical considerations.

The ethical considerations of the project include the following ethics-related deliverables, which entail the requirements set by the EC for the project:

- D1.1 - Project Handbook, including Quality Assurance & Risk Management, and Ethical Requirements

Due to the nature of the project, the project work does not involve research on human beings and personal data collection for research purposes. The mapping and benchmarking (WP 2 to 6) and the needs assessment (WP 7) to be performed are related to policy design and implementation assessment (WP 2 to 6) and to the identification of needs related to building capacities, competence and expertise (WP 7). The bulk of the analyses will involve desk research and policy document analysis although concrete civil servants and national and RFO representatives may be interviewed to support the policy mapping and benchmarking. These will be interviewed in their professional capacity and personal data are not expected to be collected. The analytical work will follow ethical standards of social science and public policy research to the extent that these standards are relevant to the present project. The project focuses on advancing gender+ equality in the European Research Area; inherently, therefore, ethical issues related to justice, human dignity and inter-personal conduct that is not discriminatory, harassing and biased, are at the core of this project.



GENDERACTIONplus partners involved in data collection will follow their institutional rules and procedures related to the institutional ethics review and approval.

GENDERACTIONplus code of conduct

Respect: Partners interact with professionalism, integrity, and collegiality. They are building mutual trust and respect, negotiate in good faith and share ownership and responsibility for the project.

To avoid linguistic misunderstandings from developing into conflicts, partners will make their best reasonable efforts to clarify terms and reach a shared understanding – especially when a significant effect on work planning is at risk. Overall, lack of clarity is the main obstacle for the project work so it shall be addressed as soon as possible.

Any kind of discriminatory behaviour, harassment, bullying, or victimisation will not be allowed. In case amicable solution (see below Amicable conflict resolution and grievances procedures) is not possible, the dispute shall be handled in accordance with Section 11.8 Settlement of disputes of the [CA](#).

Transparency: An atmosphere of respect permits all partners to put forward their concerns openly and in a manner conducive to project goals, thus limiting opportunities for hearsay arguments. While recognising that involving everyone in the project in every discussion is neither necessary nor efficient, all practices that are or could be perceived as attempts to make a behind-the-scenes decision / fait accompli are inadvisable. Transparency in decision-making and communication, and equal access to information are core approaches.

Working together: While relying on clearly stated tasks and responsibilities, GENDERACTIONplus promotes collaboration between all partners for deliverables and project documents. Friendly communication, sharing to maximize mutual learning and exchange, participatory development, respecting the property of others, and owning and learning from mistakes are anticipated.

Problems and delays that will arise shall be communicated timely/once they can be anticipated to be effectively managed. Partners are encouraged to get in touch with the Coordinator in case of any arising issues/challenges.

Proactive approach is anticipated and required from all partners, especially from Work Package Leaders – sharing suggestions, opinions and thoughts is highly encouraged.

Amicable conflict resolution and grievances procedures

Any grievance is recommended to be addressed to the concerned partner and, if needed, discussed at the following MB meeting.

As outlined in the CA point 11.8, “the parties shall endeavour to settle their disputes amicably”. Therefore, in case a conflict arises, partners are suggested to first liaise with the concerned partner/s and try to reach an agreement. In cases where no agreement can be reached among the parties concerned, the following steps shall be taken:

- Partners are suggested to contact the corresponding WP leader and try to resolve the issue taking into account a broader perspective of the project as a whole.
- If the conflict is across the WPs, partners are suggested to contact the PC for mediation.
- In the case of a conflict with the PC, partners are advised to contact any other partner that is not directly involved to mediate.

If after considering these steps there is still no solution, the issue shall be discussed at the earliest MB meeting or at a dedicated meeting with all the MB members. The MB will follow the voting



procedure, as outlined in the Consortium Agreement. Optionally, and depending on the nature of the issue at stake, the Advisory Board may be consulted for input if the involved parties agree.

10. DISSEMINATION AND COMMUNICATION STRATEGY

EU funding acknowledgement & Disclaimer

Unless the Commission requests or agrees otherwise, or unless it is justifiably impossible, **any dissemination of results** (in any form, including public and confidential deliverables, conference/workshop presentations, journal papers, and any type of information or promotional material) **must**:

a) display the EU emblem (see [The use of EU emblem in context of EU programmes 2021-2027](#) on SharePoint); and

b) include the following text:

“GENDERACTIONplus is funded by the European Union’s Horizon Europe research and innovation programme under grant agreement No. 101058093.

Views and opinions expressed are those of the author(s) only and do not necessarily reflect those of the European Union. Neither the European Union nor the granting authority can be held responsible for them.”

The approved text of EU funding acknowledgement & Disclaimer can be found as well on [SharePoint](#).

When displayed together with another logo, the EU emblem must have appropriate prominence. For the purposes of their obligations under Article 17.2 of the Grant Agreement, the beneficiaries may use the EU emblem without first obtaining approval from the Commission. This does not, however, give them the right of exclusive use. Moreover, they may not appropriate the EU emblem or any similar trademark or logo, either by registration or by any other means.

GENDERACTIONplus Publication Policy

All project outputs intended for publication that are produced within GENDERACTIONplus-funded time and time specified after end of action (4 years) remain subject to commonly agreed rules governing quality control, monitoring, storage, and Open Access requirements. Project outputs include especially conference papers, policy briefs, position papers, briefing notes, research reviews, maps, reports, newsletters, leaflets or blog articles, and other non-peer reviewed literature which may contain previously unpublished work from the project or are made for the specific purpose of promoting the project. In addition to peer-reviewed scientific publications (if any), deliverable reports, documents on policy advice (e.g., policy briefs) and position papers, once drafted, will be revised by a partner acting as a Quality Editor and/or members of consortium before its publication or submission to a peer-reviewed journal. Procedures regarding data management and datasets are described in the Data Management Plan; procedures regarding Project Deliverables are described in [Section 11](#) of this Handbook.

Publications Log

To support the smooth coordination and effective monitoring of the project, it is important to communicate to both the Coordinator and the leader of WP8 the intentions to publish project outputs



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and to keep them updated on the status of such documents. To keep track of the ideas and monitor the status of the publications, a Publications Log is available on the [SharePoint](#) site, under WP8.

Partners are therefore required to take the following steps:

1. Notify the PC and WP8 leader promptly (as soon as partner starts considering a publication) about the idea for a publication, providing a contact person (Lead Author) and potential co-authors;
2. Lead Author/other partner involved adds an entry in the Publications Log, and keeps the status of the publication updated;
3. When starting to draft the publication, be sure that early drafts include authorships, and keep updating the PC and WP8 leader about the publication's status;
4. The final draft should be revised by a Quality Editor (partner); hence, notify in advance the Quality Editor about the timeframe when services would be required.
5. Prior to submission, send the final document to PC and WP8 leader.

Important: ongoing publication initiatives will be part of the fixed items on the agenda of the MB meetings, where publication progress should be updated. WP leaders in cooperation with WP8 leader are responsible for informing the Management Board in case a scientific publication is planned in their WP. The discussion will be held on who will contribute to ensure the process is open to other consortium members.

For all project outputs (policy briefs, position papers, briefing notes, research reviews, etc.) the agreement on the content of the reports will be transparent as discussed in the [Consortium Agreement](#) Section 8 on Results. If some partners do not agree with the content, this fact will be mentioned in the report.

The role of Quality Editor for each publication will be brought up by the WP8 leader during MB meetings to discuss the process.

Open Access and Zenodo

All public deliverables and publications will be uploaded onto Zenodo (Open access repository) which allows to assign a Digital Object Identifier (DOI) to any type of project outcome. The PC shall oversee uploading these publications to Zenodo via its institutional account. A Zenodo "GENDERACTIONplus community", also curated by the PC, will gather all the publications of the project.

For the general legal requirements to publish, the references can be found in the [Consortium Agreement](#) Section 8 on Results, and Article 17 of the [Grant Agreement](#).

Authorship

Policy advice developed in the project and the videos created shall be in common ownership (owned indivisibly without the attribution of individual ownership) for the benefit of all consortium members. The attribution of lead authors on such commonly owned results shall be made in Periodic Reports and relevant deliverable reports.

Joint ownership is governed by [Grant Agreement](#) Article 16.4 and its Annex 5, Section Ownership of results, with the following additions:

Unless otherwise agreed:

- each of the joint owners shall be entitled to use their jointly owned Results for non-commercial research and teaching activities on a royalty-free basis, and without requiring the prior consent of the other joint owner(s).



- each of the joint owners shall be entitled to otherwise exploit the jointly owned Results and to grant non-exclusive licences to third parties (without any right to sub-licence), if the other joint owners are given: (a) at least 45 calendar days' advance notice; and (b) fair and reasonable compensation.

For more details on the Ownership of the results please see [Consortium Agreement](#) Section 8 on Results.

When uploading the publications to Zenodo, the authorships of the publications will be respected, and if agreed by the authors, their ORCID numbers will be linked to them. For public deliverables, all GENDERACTIONplus partners will be assigned in Zenodo as "Project Members", and the PC will be assigned as contact person.

Confidential information and ethics

Situations may arise when partners encounter issues with, for example, intellectual property, personal data, moral rights, which prevent the sharing of information among all project partners. In any of those cases the partners should inform the PC in confidence. Reference can be made to Section 10 of the Consortium Agreement that allows for designation of confidential information, and subsequent methods of disclosure.

11. QUALITY ASSURANCE AND RISK MANAGEMENT

The PC coordinates the overall quality assurance of the project, encouraging consortium members to adopt appropriate standards, quality principles and procedures, and verifying the application thereof throughout the entire project lifetime. The PC is supported by the Management Board and the Deliverable Quality Editors in the implementation of the quality assurance process.

The regular project Management Board meetings assure that the project work and the timely quality delivery of products are closely monitored.

Deliverable Quality Assurance Procedure

The GENDERACTIONplus project will produce 20 deliverables which will be a major result of the project and a tool to monitor its proper implementation and timely execution.

Each deliverable has an editor (Lead Partner) and a number of contributors. The editor is in charge of preparing the deliverable in due time; contributors are members of the consortium who are responsible for providing timely inputs to the editor according to the role assigned to them in the deliverable preparation process. All parties contributing to a deliverable should carefully consider whether the deliverable is public or restricted in any way. Any change in the deliverable plan – either regarding the modification of a deliverable's status, or regarding a delay in a deliverable's disclosure to the public – has to be communicated to the PC immediately when such a risk arises for contingency planning, and submitted and agreed to by the Funding Authority.

The following steps should be taken before submission:

- **15 days before deadline:** Lead Partner sends the first version to the Quality Editor. It is recommended to have shared a draft before.
- **10 days before deadline:** Lead Partner circulates the document with all partners (if comments from Quality Editor are not yet received or integrated this is mentioned in the cover e-mail).



- **5 days before deadline:** All comments from partners are received and the Lead Partner integrates them in the finalized version.
- **3 days before deadline:** The finalized version, proofread, is sent to PC and Quality Editor for final review and submission.
- **Submission day:** The PC submits the final version of the deliverable to the EC.

The Lead Partner is responsible for assuring that the reviewing process is done in due time. Therefore, it is recommended that the deliverable editor informs all partners about the specific dates and deadlines before launching the reviewing process.

As agreed at the Kick-Off Meeting of the project, the Quality Assurance is arranged among the all partners. The role of quality check of the deliverables prior to their submission to EC is distributed among all the members of the GENDERACTIONplus project on a voluntary basis (Quality Editors). These activities are coordinated by the PC. The overview of Quality Editors for the deliverables will be uploaded and updated on the SharePoint. Quality Editors commit to constructive engagement in ensuring the high quality of deliverables, and the final decision to submit will be based on consensus at the consortium level.

Project-related risks and mitigation strategy

Risk Management will be continuously monitored by the Project Coordinator in collaboration with all partners based on the initial identification of the potential risks and means for their mitigation depicted in the List of critical risks in the Description of the Action, Part A of the GA (page table 1.3.5 of the GA (page 27-28).

If any new risk arises, partners are recommended to first communicate it to the WP leader, and if needed to the PC.

The risk assessment and mitigation strategy will be reviewed by the Coordinator and presented to the MBM at the next MB meeting.

12. REFERENCES

Further information can be found in the [Grant Agreement](#) and the [Consortium Agreement](#).

All relevant project documents are available on online working space [SharePoint](#) (<https://soccascz.sharepoint.com/sites/GENDERACTIONplus>), e.g.:

- [The Grant Agreement](#)
- [The Consortium Agreement](#)
- [The use of EU emblem in context of EU programmes 2021-2027](#)
- [GENDERACTIONplus publicity and disclaimer text](#)

Guidelines and tutorials from the European Commission are available on:

- The Funding & Tenders Portal
- [EC Online Manual](#)
- [EU Science & Innovation YouTube channel](#)



ANNEX 1 – GANTT CHART

