



SHAREE

PROJECT MANAGEMENT HANDBOOK

D1.1 Project management handbook

WP1 Administration and management

Authors

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Deliverable Number	D1.1
Deliverable Title	Project Management Handbook
Lead Beneficiary	TLU
Type	Report
Dissemination Level	Public
Due Date	M4
Work Package	WP1 Administration and management
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Table 1. Revision History

Version	Date	Summary of Changes
1.0	23. 08.2024	First version
2.0	6.09.2024	Content added
3.0	17.09.2024	Changes made according to the consortium suggestions
4.0	26.09.2024	Adjustment of some typos and format changes in the file, highlighted by consortium.

Executive summary

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

The Project Management Handbook will be constantly updated throughout the project period by the TLU team in order to update the handbook, i.e. extend and clarify the possible issues or changes in the project management and procedures.

This document is conducted based on the EU Grant Agreement (GA), the Description of the action (DoA), and the Consortium Agreement (CA) of the SHAREE project. Therefore it uses as a basis the terms and conditions defined in named documents.

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1 Introduction

1.1 Purpose

The purpose of the SHAREE Project Management Handbook is to offer an overview of project management procedures, instruments and decision-making mechanisms which are agreed by project partners to ensure the proper and timely organization of all SHAREE activities. By setting rules, principles, and responsibilities for the consortium members, this handbook aims to define key aspects and ensure good quality and progress throughout the project period.

In addition, this deliverable is a reference source for the consortium members, providing a summary of the relevant knowledge required to secure a proper implementation of the project. It gives an overview of the agreed procedures to management structure and strategy; clarifying the legal and financial aspects; providing a description of the work plan and the deliverables; project reporting; policy of communication; templates to be used; potential problem areas and proposed solutions; as well as overview of dissemination.

This document is a dynamic guideline that is modified by the project consortium according to the project needs in order to extend and clarify the possible issues or changes in the project management and procedures.

1.2 Abbreviation list

The following abbreviations and acronyms are used in the presented handbook.

TLU	Tallinn University
UH	University of Helsinki
ATU	Atlantic Technological University
EC	European Commission
EU	European Union
GA	Grant Agreement
DoA	Description of the Action
CA	Consortium Agreement
WP	Work Package
STEAM	Science, Technology, Engineering, Arts and Mathematics
EB	Executive Board
PSC	Project Steering Committee
PC	Project Coordinator

PM	Project Manager
WPL	Work Packages Leaders
TL	Task Leaders
QA	Quality Assurance
M	Month
PM	Person Month
HEI	Higher Education Institution
ESG	Environmental, social, and governance
ECR	Early career Researcher
R&I	Research and Innovation
IFHE	International Federation for Home Economics
EUCEN	Multidisciplinary Association for University Lifelong Learning in EU

1.3 Project summary

The overall objective of SHAREE is to develop a European-scale research and innovation-based hub at Tallinn University Science kitchen, with a sustainable management and research performance, strong networking, and finance generation capacity to become an independent and internationally recognized actor in the field of home economics.

The specific objectives are:

- To establish a fully functioning Science kitchen hub at TLU to lead and foster science-based home economics research and education in Estonia.
- To maximize the sustainable management of Science kitchen in TLU.
- To advance the quality and volume of research on home economics in Estonia, especially integrating STEAM pedagogy and natural sciences in cooperation with the international project partners and increase the impact of the research locally, nationally and internationally, with a specific focus on the policy relevance of the research ideas.
- To improve TLU's network in the home economics area as well as the visibility of all the partners.
- To improve the attractiveness of TLU and its partners for both experienced and early career researchers.
- To foster gender equality by creating bridges between different disciplines, which traditionally attract more women, and disciplines which traditionally attract more men.

1.4 Project overview: key facts and objectives

Below, are presented the general information and technical references of the SHAREE project, including project partners.

Table 2. Technical references

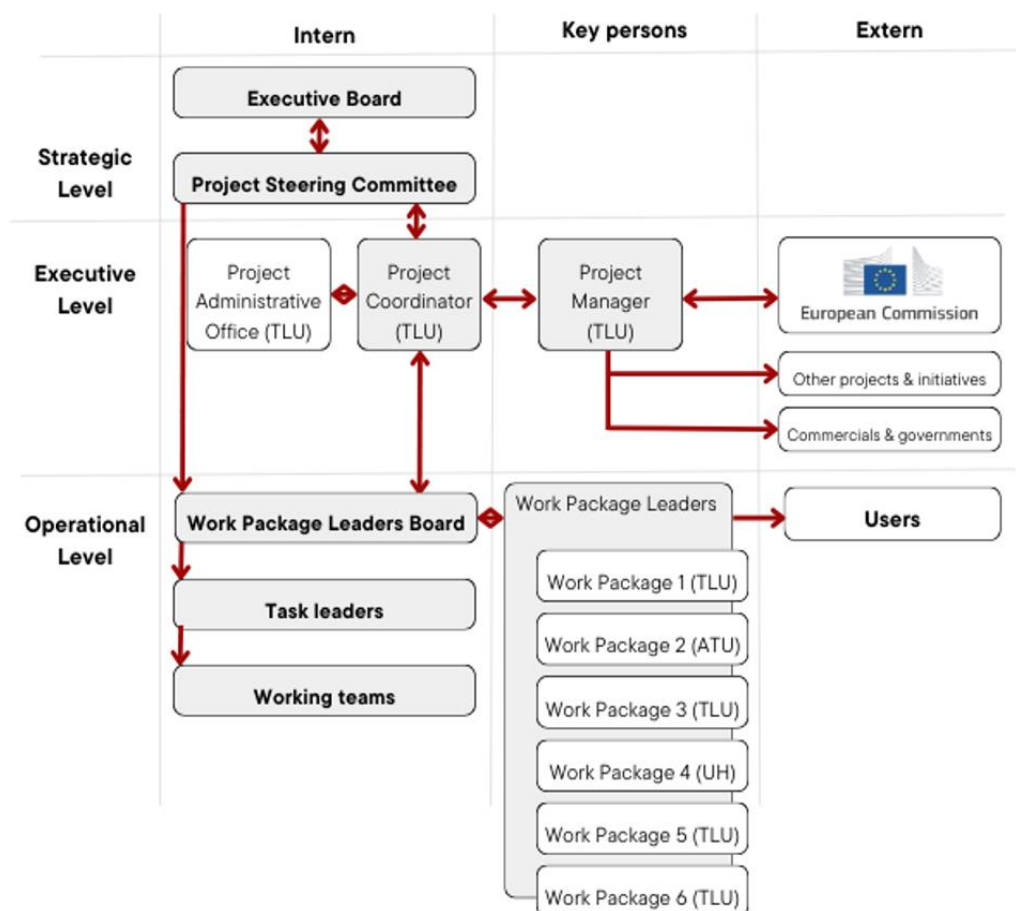
Title	STE(A)M for Home Economics And Research Exchange
Acronym	SHAREE
Project Number	101159193
Call	HORIZON-WIDERA-2023-ACCESS-02
Type of Action	HORIZON Coordination and Support Actions
Granting authority	European Research Executive Agency
Project Start Date	1 June 2024
Duration of the Project	36 month
Deliverable Number	D1.1 Project management handbook
Dissemination Level	Public
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2 Project management

2.1 Organizational structure

The SHAREE management structure is composed of different roles and bodies that support the project coordinator in the implementation of the management activities to guarantee the proper implementation of tasks and use of resources, the follow-up of deadlines and the compliance of EC rules.



As indicated in the figure above, the management structure supporting SHAREE project is composed by:

Roles:

- Executive Board (EB)
- Project Steering Committee (PSC)
- Project Coordinator (PC)
- Project Manager (PM)
- Work Packages Leaders (WPLs)
- Task Leaders (TL)

2.2 Roles and responsibilities

Executive Board

Executive Board (EB) is the ultimate decision-making body of the consortium and is composed of one representative of each beneficiary holding signature power in their organisations, and/or being authorized to commit his/her organization to the decisions of the EB.

Main tasks

- supporting the PC in fulfilling all obligation towards the EC and to ensure that the work meets requirements,
- dealing with fundamental changes of the planned work/deliverables that will also be coordinated with/proposed to the EC.

Members

The list of members and contacts of the EB are available for the consortium members in the internal project management area, with restricted access only for partners.

Schedule for meetings

Meetings of the EB will be organized on demand.

Project Steering Committee

The Project Steering Committee (PSC) is the highest project authority and decision-making entity within the project for all vital technical and financial issues. The procedures regulating the PSC decision making process will be established during the first PSC meeting.

Main tasks

- monitoring the project progress (e.g. objectives, schedule, milestones) and costs. Handling budget-related matters,
- setting the overall policy and deciding on priorities,
- approving the implementation plan. (Re)structuring activities and revising the project plan if needed. Preparing any contractual changes,
- providing strategic guidance,
- reviewing the project general activities on a periodic basis,
- approving project deliverables and results,
- assuring the resolution of all important open questions and resolving conflicts,
- aiding the PC to achieve the planned results,
- supporting active and smooth communication,
- approving the exploitation, dissemination, and communication plans.

Members

The PSC consists of one team representative per partner, namely Jaana Taar, TLU; Päivi Palojoki, UH; Helen Maguire, ATU. PSC is chaired by the PC.

Schedule for meetings

Regular PSC meetings will be held in every 3 months (online) to discuss and analyse workflow, on-time delivery of outputs and the quality of the project activities and outcomes.

Project Coordinator, Project Manager and Project Administrative Office

The *Project Coordinator* (PC), represented by Project Manager (PM) has the responsibilities to coordinate the project implementation and consider all day-to-day organizational, legal, financial and technical aspects of the project in concordance with the work plan.

Main tasks

- organising PSC meetings, providing agendas and minutes,
- chairing project meetings, providing agendas and minutes,
- assuring regular contacts with partners;
- providing recommendations and guidelines to task leaders;
- evaluating progress reports;
- engaging in dissemination of project results through professional channels,
- ensuring that contractual commitments are met within set budget and timeframe,
- identifying and employing corrective actions if deviations from the work plan occur
- liaising with EC and manage periodic EC reporting.

The PAO:

- providing assistance regarding financial management, reporting consolidation, guidance for EC procedures, and knowledge management.

Members

The PC is TLU. The PC will be represented by the PM, Jaana Taar, Ph.D. The PC will be aided by a Project Administrative Office (PAO), consisting of regular administrative offices from the PMs organization.

Work package leader

Work package leaders (WPL) are responsible for WP co-ordination. Each WP has an assigned WPL which is responsible for organizing, coordinating, and executing the work within said WP. More specifically, WPLs have the following responsibilities: liaison with task responsible regarding their technical work; evaluate WP deliverables; achieve the WP results respecting the set timeframe and allocated resources; submit deliverables to the PC in a timely manner; maintain a detailed work plan; organize and chair the WP level meetings; provide assistance with the technical audit and periodical reports. WPLs are chosen on the basis of managerial experience, technical expertise, and level of commitment to the WP. TLU is leading several work packages (WP1, WP3, WP5, WP6) ATU is responsible for leading WP2, and UH leading WP4.

Work package leaders board

The *Work package leaders board* (WPB) represents the committee of WPLs, which acts as the supervision entity for the implementation of the project. The WPB is led by the PM who will assess the achievements of the scientific goals of the project. In this position, the PM responsibilities are: informing all partners about procedures to secure high quality products; proposing and assuring the implementation of quality management plans; maintaining communication with all WPLs; exchanging and evaluating information on project work.

Main tasks

- ensuring that the work meets functional requirements based on existing objectives,
- identifying risks and mitigation procedures regarding the risks,
- maintaining coherence between WPs,
- assisting the PC in preparing meetings with the EC,
- collecting information from WPLs on the progress of the project,
- examining data to assess the compliance between project stage and consortium plan,
- proposing alterations of the work plan to the PSC.

Members

The WPB consists of the WPLs.

Schedule for meetings

Meetings are held based on the needs.

Task leaders

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

Users

The '*Users*' refers to persons who will participate or benefit from the action events from WPs. They represent a heterogeneous category consisting in: (i) expert colleagues in the area of evaluative conditioning and cognitive biases who will benefit from the scientific publications and conference presentation; (ii) people in charge with research management at various institutional levels who will benefit from knowledge transfer in the area of research management meant to implement sustainable research related changes within TLU; (iii) people in educational sector related to STEAM and home economics area who will benefit through the developmental meetings under the project and from the deliverables usable in their area; (iv) a more general audience such as early stage researchers from institutions who will benefit from the educational opportunities (e.g. summer school) and open access resources available on the project's website.

2.3 Decision-making mechanisms

As indicated in the Consortium Agreement, which details the rights and obligations of the beneficiaries, the communication between different levels is established as follows:

- WPLs coordinate daily work with the involvement of task leaders.
- WPLs will periodically report the work progress to the next upper level (PC), and on demand in case of deviations.
- PC will coordinate the communication with the EC, as well as initiate PSC meetings (whether periodical or on demand).
- The PSC will interact with the EB.

Decision-making is based on a democratic approach in which each participant has a vote. Decisions will be reached by simple majority. More than 50% of the members must be present to be quorate and make decisions. In the event of a tied vote, the PC will have the casting vote.

2.4 Critical risks and implementation

Risk management is built into the structure of the SHAREE project, in the WP1 Administration and Management. This WP is an integral part of the project's reporting channels and is monitored as part of interim reports. They are to be completed periodically, twice a year. The risk management process consists of a full set of steps to identify, analyses and priorities risks, plan mitigation actions, track progress and control outcomes.

In case of any risk, the PM will contact WPLs and, as need arises, single partners to estimate the probability and consequences of potential threats, and to collect their assessment of additional risks perceived.

Main risks identified at this stage are:

Description	WP number(s)	Proposed mitigation measures
Delays in timetable	WP2, WP5, WP6, WP3, WP4	A detailed timetable for implementation of activities will be agreed upon on the first project meeting. A detailed timetable will be put together by TLU and shared with all project members. PSC will regularly check the actions, any delays will be addressed promptly proposing appropriate solutions, informing the financier if needed.
Problematic budget spending	WP1	Partners will be properly instructed regarding the lump sum financial rules for proper financial management, taking part on lump sum info seminars is recommended. TLU will regularly check budget spending and eligibility of the costs. Potential complications will be immediately handled, asking advice from the financier if needed.
Conflicts in the team	WP1, WP2, WP5, WP6, WP3, WP4	The project consortium in this combination has not cooperated together before. Therefore, misunderstandings might occur. Project members'

		feedback on communication, actions and participation will be monitored regularly by TLU. Any problems will be openly discussed with the help of the steering committee as soon as they occur.
Difficulties in including various disciplines as the key persons have lack of time for new tasks	WP2, WP5	We have already in the preparation phase started asking agreements from key persons so they can plan their time use early. Having time for making agreements ensures to have enough persons by the time WP2 activities start. Including ECRs is easier time-wise, they are also more available and motivated to join new projects.
Difficulties to gather information as curricula are in native languages and may not be available for public use	WP4	Using networks and partners to have contacts in various countries who could help us with finding necessary documents for analysis. Using translation services if needed.

The more detailed risks analysis and mitigation is put together in D1.2 A List of Risks and Hedging Measures on Month 5.

2.5 Quality assurance

The project is structured around a set of deliverables which reflect a central focus of Quality Assurance (QA) and control in the project. The PM is responsible for the adherence to agreed QA procedures. Deliverables defined in the project work plan are subject to review and acceptance by the consortium, represented by PSC, and the EC. At project level, the QA process for deliverables is executed through peer review and approval before submission to the EC. Both ATU and UH provide experts to support the peer review process, external experts will be asked to contribute as appropriate.

Deliverable authors provide their deliverable to PM at least seven working days before the actual submission deadline. The deliverable is forwarded to the reviewer assigned to it. The peer reviewer checks the document for overall quality of contents, presentation, comprehensibility, and particularly its adherence to the requirements stipulated in the Grant Agreement for the respective work task. The peer reviewer prepares a report based on the peer-review report template (see Annex 3) and submits it to the PM. In the event that no significant issues need to be addressed, the report can be informal, e.g. it can take the form of a short email message. The WPL responds to the suggestions made in the report, usually through modification and resubmission of the deliverable. The modified deliverable is submitted to the EC by the PC.

In the case of fundamental disagreement between the reviewer(s) and the partner responsible for the deliverable, the PM may ask for a further opinion from another expert.

3 Project management and support instruments

3.1 Project management

Work Packages	Lead Beneficiary	Effort	Start	End
WP1 Administration and management	TLU	28,5 PM	M1	M36
	Tasks	Task 1.1 Management of project implementation		
		Task 1.2 Management of communication and network coordination		
		Task 1.3 Risk management and monitoring		
WP2 Mobility for knowledge transfer	ATU	26 PM	M1	M13
	Tasks	Task 2.1 International meeting in TLU		
		Task 2.2 Seminars/workshops with partners and other HEIs		
		Task 2.3 Institutional building days		
WP3 Institutional capacity building	TLU	45,5 PM	M15	M32
	Tasks	Task 3.1 Putting together a sustainable strategy for Science kitchen		
		Task 3.2 Organizing summer school		
		Task 3.3 Staff exchange		
		Task 3.4 Developing research management and administrative skills of TLU		
WP4 Research Capacity Building in home economics and STEAM education	UH	40,5 PM	M1	M36
	Tasks	Task 4.1 Mapping and networking for forming a research cluster		
		Task 4.2 Mapping new funding options and training applications writing with interdisciplinary focus		
		Task 4.3 Mapping and analysing home economics education in EU		
		Task 4.4 Putting together the policy recommendations		
WP5 Fostering interdisciplinarity by integrating disciplines through STEAM	TLU	21,5 PM	M1	M36
	Tasks	Task 5.1 Interdisciplinary meetings with colleagues from TLU		
		Task 5.2 Co-design to work out activity content for Science kitchen		
		Task 5.3 Putting together the recommendations for working across disciplines		
WP6 Dissemination, Communication and Outreach	TLU	20 PM	M1	M36

	Tasks	Task 6.1 Putting together and following the strategy for dissemination and exploitation
		Task 6.2 Communication and Dissemination activities
		Task 6.3 Organizing international conference in Tallinn

3.1.1 WP 1 – Administration and management

Task 1.1 Management of project implementation. This task takes together all aspects related to technical, administrative, and legal matters of the SHAREE project to make sure that the objectives are achieved and time and budget use are in accordance with the project description. The Project Management Handbook will be put together in Month 4 (September 2024).

Task 1.2 Management of communication and network coordination. TLU is responsible for ensuring that communication between partners is active and regular. All partners will have the possibility of initiating and the obligation to participate in online meetings. The PSC is responsible for managing the project implementation, organising meetings and solving potential problems/conflicts. The PSC will supply the project consortium with tools to support active and smooth communication. Ordinary communication within the network will be carried out mostly by email.

Task 1.3 Risk management and monitoring. TLU has the role of monitoring the process throughout the project with the help of the PSC. All partners will proactively provide regular feedback on the progress and obstacles of the project implementation to avoid any risks and to solve the conflicts in advance. The potential risks and detailed hedging measures will be discussed by PSC every 6 months. The List of Risks and Hedging Measures will be put together on Month 6 (November 2024).

3.1.2 WP2 – Mobility for knowledge transfer

Task 2.1 International meeting in TLU. Two days meeting for all project partners in Tallinn to get to know the project team, to get to know the details of home economics education in partner countries and to get an overview of the Science kitchen's physical environment in TLU. Partners share experiences of organising home economics education and conducting subject specific research, the situation of ECRs in partner institutions. Discussions on STEAM approach and mapping previous experiences in integrating disciplines.

Task 2.2 Seminars/workshops with partners and other HEIs. TLU will have work shadowing in partner organizations for gathering experiences and good practices about their work organisation in teaching and research, topical activities, institutional collaboration, networking and developing the subject area in their countries. One member from TLU will go to ATU at least for a week and one to UH at least for a week. In addition, with the view to develop the Science kitchen concept and raise the capacity of TLU we will organize a number of seminars/workshops with HEIs and organizations to study their practices either in home economics or STEAM area. The experiences from various organizations, gained through the established networks, will enable TLU to get to know versatile experiences related to Science kitchen activities from different angles. Thereby, it is possible to combine the experiences and

good practices in a unique way under the Science kitchen concept. It will give contacts to TLU for cluster activities and further collaboration.

Task 2.3 Institutional building days. Institutional building days are organised by TLU (4 times during WP2) as a whole day in person meetings with experts and/or stakeholders for development and co-design of the Science kitchen concept. A dedicated time will be taken by team members, preferably out of campus, to brainstorm, concentrate on the discussions and develop the concept further. SHAREE partners (UH and ATU) are asked to participate in the meetings in person at least once. In addition, interested experts from various disciplines as well as other stakeholders are invited to participate and share the insights of their discipline as well as give their input to the development, at least 1 in each meeting. Experts/Stakeholders will be invited to participate also to build stronger relations with them. The whole day meetings will be complemented with shorter co-design webinars with stakeholders (2 times during this WP) to keep them informed and updated of the developments as well as to offer them the possibility to give feedback on developments. The concept paper designed with partners and stakeholders is the basis for Science kitchen activities, reflecting its values, aims, scope and target groups.

3.1.3 WP3 – Institutional capacity building

Task 3.1 Putting together a sustainable strategy for Science kitchen. Regular institutional building days and online meetings with partners and stakeholders will be continued to set directions towards the self-sustainability of Science kitchen in 5-10 years perspective following the main fundamentals of ESG. For raising the management capacity and ensuring financial and business sustainability of the Science kitchen team, one full time specialist will be hired for 12 months during WP3. Together with the hired person the financial plan, management plan and local community involvement plan will be written for 5 years. Stakeholders' engagement to the development allows keeping active relations with them as well as getting input for the collaborative projects that could be reflected also in plans.

Task 3.2 Organizing summer school. The summer school course “The opportunities of contemporary home economics education in the EU” will be organized by TLU with the help of partner universities for exchanging knowledge and experiences and for gathering ideas for the continuous updating of the Science kitchen hub. A 5 day course (complemented with independent tasks) is directed to ECRs from partner universities and other HEIs. In addition, interested HEI staff and stakeholders will be invited to participate in the course in Tallinn. The program and learning content will be developed in collaboration with SHAREE partners. ECR from UH will be included in the developmental process with TLU to share experiences both ways. The course includes introducing the findings about home economics education in EU (WP4), options for bridging STEAM and home economics as well as opportunities and challenges the subject area faces in contemporary society.

Task 3.3 Staff exchange. SHAREE supports knowledge, skills and career development perspectives between partners with the exchange of ECRs. Four ECR international and inter-sectoral exchanges are planned in SHAREE, one from UH to TLU, one from ATU to TLU and two from TLU to ATU and UH. Both ECRs from UH and ATU partners will contribute to the SHAREE project in TLU in individual times, minimum 1 month each (shared in two phases 2+2 weeks). They will participate in the development and preparation of SHAREE events in TLU, namely summer school, and conference, bringing in the knowledge from the research

focus of their national team as well as the research practices from partner universities. This will also support TLU's development of management and administrative skills, and for UH and ATU, their ECRs will bring back their experiences about Science kitchen hub to their home universities. The ECRs from TLU will go to ATU and to UH (minimum for one week each) to extend their knowledge and experiences in one of the topic areas of the project as well as to increase TLU's skills in research capacity. International experiences are of high importance for the development of research practices in TLU in the home economics area. With the staff exchange, TLU will broaden its contacts, gain relations for future collaboration, and demonstrate the options as a future employer.

Task 3.4 Developing research management and administrative skills of TLU. TLU will organize at least 6 online knowledge exchange events with SHAREE partners. These will cover research management, administration skills, acquiring R&I funding, and building up more capacities for administrative staff for attracting and using R&I funding, as well as commercialising the subject area in Estonia in general (as ATU has managed to achieve) and Science kitchen products and activities nationally and internationally. Throughout the project, TLU will support the development of the skills through the participation in at least 4 thematic workshops (with the content of e.g. writing innovative project applications, strengthening coordinator skills, managing budget control, etc.). TLU will be connected with European networks in order to facilitate participation in collaborative projects.

3.1.4 WP4 – Research Capacity Building in home economics and STEAM education

Task 4.1 Mapping and networking for forming a research cluster. The interested stakeholders, namely researchers from various disciplines, HEI representatives, and policy representatives are mapped and invited to the international R&I cluster of STEAM for Home Economics Education. The cluster will foster regular communication, networking activities, and collaboration between national and international partners. It supports finding strategic partners, submitting joint project applications, and exchanging qualified researchers. Meetings/online meetings) with interested members are organised to get to know the institutions and persons, identify their similar views, and agree on collaboration details. The cluster contacts will be used to widen the Science kitchen team by attracting new ECR and Senior researchers. We would like to add interdisciplinary knowledge to the team and therefore also the new colleagues could be from various disciplines. In addition, work shadowing partners supervising processes (both UH and ATU) on the master/doctoral level. The meetings will be organised online, at least 8 times throughout WP4.

Task 4.2 Mapping new funding options and training applications writing with an interdisciplinary focus. New project calls are identified by all partners with the help of universities' project advisers. SHAREE project initiates writing new applications with the focus on widening the team's experiences. Therefore Horizon Europe Cluster grants will be under main interest although also Erasmus+ and National grants or support measures will be monitored. The task includes participating in seminars, webinars, and courses related to application writing by TLU members as well as doing workshops for raising competencies and training application writing. The STEAM for Home Economics Education cluster established in SHAREE, will be used for a broad range of contacts to put together various interdisciplinary teams for consortium-based projects. The subject areas of interest for next calls are: climate

challenges (in particular: sustainability, green emission, zero waste); challenges in public health (including food education, healthy lifestyle, and eating disorders); educational challenges (e.g. 21st-century skills, knowledge transfer into everyday actions, gender equality).

Task 4.3 Mapping and analysing home economics education in the EU. Studying the contents of the national home economics curricula and variations of the time allocated for the subject in EU countries (at least 10 countries). A template is designed for systemizing the data collection, and supporting the analysis when exploring the similarities and differences. Previous contacts of the consortium members and contacts with the various organizations (like IFHE and EUCEN) will be used for contacting the key persons knowledgeable of the status of the national curriculum and gathering the contents needed for the analysis. In case the content of curricula is only in native languages (other than English, Swedish, German, Finnish, and Estonian), translation services will be used. All partners participate in analysing how home economics education is organized, what contents are mostly covered in schools, and how the target groups (e.g. class and age of the students) for home economics education are defined. Qualitatively comparing the national home economics ideologies, identifying the areas of emphasis and extracting thereof the broader guidelines for home economics education in the EU. The results will be put together as a report (at least 35 pages) by TLU, giving a systematic overview of the status and future prospects of contemporary home economics education in the EU.

Task 4.4 Putting together the policy recommendations. Partners initiate collaboration between disciplines and invite the interdisciplinary group to map the overlapping topics in various STEAM subjects that relate to home economics in WP5. In WP4 the interdisciplinary teaching options for home economics are analysed, and their strengths and challenges are identified by the SHAREE team based on STEAM principles and on correspondence with the broader 21st century skills. Regular interdisciplinary meetings are continued to share the subject content and to co-design novel interdisciplinary ways of cooperating more in a level of teacher education and in schools. The results of WP4 will be summarized as a guide (at least 25 pages) by UH, that opens the policy recommendations for home economics education in connection with STEAM subjects. SHAREE identifies at least 4 schools in Estonia that are willing to implement the guide in their teaching shortly after the project's lifetime.

3.1.5 WP5 – Fostering interdisciplinarity by integrating disciplines through STEAM

Task 5.1 Interdisciplinary meetings with colleagues from TLU. A strong interdisciplinary team is needed in the Science kitchen to reach its full potential. Therefore SHAREE initiates regular (at least 3 times a year) in person meetings inside TLU to identify collaboration areas and forming a widened Science kitchen team for hosting events and activities as well as for joint project applications and scientific publications. SHAREE aims to put together an interdisciplinary team with at least 8 staff members from TLU to develop home economics at home, school, and workplace.

Task 5.2 Co-design to work out activity content for the Science kitchen. SHAREE aims to increase the science-specific events organized in relation to home economics education. In this task we with the interdisciplinary team in TLU co-design activity content for Science kitchen workshops, practical courses, and events. The developments will be monitored and evaluated by SHAREE partners. The themes for the activities have home economics influences and are

related to everyday activities at homes (schools, workplaces). All activities should expect active participation and encourage individuals or groups to make things, to create new knowledge, and/or solve problems with the help of tools and materials from the environment; concepts and disciplines from interdisciplinary teaching staff; and experiences from learners. The target group for the activities varies, containing contemporary school students, university students, teachers, and the general public.

Task 5.3 Putting together the recommendations for working across disciplines. To support interdisciplinary collaboration SHAREE analyses its experiences from collaboration and puts together the recommendations for working across disciplines. The recommendations will be designed for various disciplines, aiming at sharing ideas for successful collaboration. All partners will be involved in the analysis of the process and phrasing of the content. The STEAM team from Johannes Kepler University will be asked as experts to evaluate the recommendations.

3.1.6 WP6 – Dissemination, Communication and Outreach

Task 6.1 Putting together and following the strategy for dissemination and exploitation. SHAREE project dissemination activities are planned to be organized throughout the project period. Dissemination will be done in several phases, having more strength in the second half of the project: (1) Dissemination of project ideas and raising awareness: providing information about the project, preparing local, regional, and national partnerships for the use and valorisation of the project outcomes. SHAREE seeks for press releases and specific activities for reaching out to the general public, e.g. Arvamusfestival or other events popularizing science. (2) Dissemination of the project results: sharing project results with various target groups. The content of messages and style of activities will be adjusted to the needs of the different dissemination target groups. The concrete plan and timetable for individual actions will be put together by SHAREE partners in the beginning of the project (D1.3 Data Management Plan).

Task 6.2 Communication and Dissemination activities. Joint interdisciplinary scientific articles and presentations at topical conferences are considered as main dissemination actions in the scientific community. All SHAREE partners will be actively engaged in joint article writing in various combinations. Also, cluster members and other experts will be included to raise the quality of the content as well as stimulate TLU's scientific excellence and innovation capacity. At least 3 joint articles are planned in SHAREE. In addition, SHAREE partners will make presentations in scientific events and conferences. There are several advantages: to introduce the SHAREE project as well as to learn from the experiences of other researchers and widen the network of interested persons and collaborative ideas. Participating in different conferences enables to widen the scope of SHAREE. SHAREE aims to make at least 6 presentations throughout the duration of the project. Several meetings with stakeholders are planned to introduce SHAREE results. Seminar days and webinars are organized in all partner countries in the second half of the project. This task also includes designing and ordering branded products that will be used for raising the awareness of Science kitchen and its activities.

Task 6.3 Organizing an international conference in Tallinn. The development activities of the SHAREE project and the experiences gained by project partners will be summarized in an

international conference held in TLU. The content of the conference is STEAM for home economics education and researchers as well as other stakeholders (e.g. policy representatives and teachers) are invited to share their views and experiences on the topic. The presenters at the conference will be asked to write a full article, to publish conference proceedings. As home economics and STEAM have not been actively integrated, the experiences are valuable and needed for several target groups - e.g. HEIs, teacher education students, teachers, ministries, and research organizations.

3.2 Management tools

- **DRIVE FOLDER:** A shared Drive folder is created to SHAREE and access is granted to all members of the project. The project folder enables access to all project-related documentation, timelines, and templates. The go-design will be organized in Drive files as it enables online collaboration of partners. It is also a tool for collecting and storing project results, minutes, reports, etc.
- **DOODLE:** this tool offers the possibility to collect opinions of all users for meetings, calls, events data, etc. Each user can create new doodles by filling a specific online form.
- **MAILING LISTS:** this tool allows the coordinator to create mailing lists with the emails of people associated with the project. Lists for administrative people, steering committee members, etc. will be created. The PC will keep updating the mailing lists. Please use SHAREE acronym and WP numbers in the title of emails.
- **VIDEO CONFERENCING TOOL:** Zoom will be used for organizing regular online meetings.
- **INSTANT DISCUSSION GROUP:** A WhatsApp group will be used by PSC for the purposes of getting instant responses.
- **WEBSITE:** a public part where information about the project, its members, activity, resources and communication can be found. The website is located on the TLU webpage: <https://www.tlu.ee/en/lti/sharee>
- **SOCIAL MEDIA:** SHAREE project content and activities will be shared through Science Kitchen Facebook page and Instagram.

3.3 Templates

It is mandatory that all public documentation used in SHAREE project needs to conform to the document standards provided by the Project Coordinator and also to the EC standards. In the writing of all the official documents of SHAREE (presentations, deliverables, reports, meeting minutes, etc.) it is mandatory to use the official templates that are made available in the shared project folder. The project logo (and the partner university logos) always need to be included in all the documents related to the project.

Communication activities related to the action (including media relations, conferences, seminars, information materials, social media posts, etc.) and dissemination activities funded by the grant must acknowledge the EU support and display the European flag and funding statement (may be translated into local languages, where appropriate).

Examples of templates are provided in the shared project folder.

4 Key performance indicators

To reach the aim of SHAREE, several specific objectives have been phrased together with key performance indicators that enable to assess the performance of the project over time.

Specific Objective 1 - To establish a fully functioning Science kitchen hub at TLU to lead and foster science-based home economics research and education in Estonia.

- KPI-1. Science kitchen fully functioning
- KPI-2. A guide on home economics education in the EU
- KPI-3. A guide on home economics education policy and connection to STEAM pedagogy
- KPI-4. 8 practical courses (uniting disciplines) ready to be offered to the target groups
- KPI-5. A strong interdisciplinary team with at least 8 staff members from TLU with specialisms in other disciplines in collaboration with Science kitchen activities and research, to develop home economics at home, kindergarten, school, and workplace.

Specific Objective 2 - To maximize the sustainable management of the Science kitchen in TLU

- KPI-6. 1 Development of specialized expert hired to ensure financial and business sustainability of the science kitchen, self-sustainability in 5-10 years perspective following the main fundamentals of ESG
- KPI-7. Science kitchen strategic financial and marketing plan for 5 years
- KPI-8. 5 staff members from the Science kitchen trained to help its development: proposal writing, contact with stakeholders, management

Specific Objective 3 - To advance the quality and volume of research on home economics in Estonia, especially integrating STEAM pedagogy and natural sciences in cooperation with the international project partners and increase the impact of the research locally, nationally, and internationally, with a specific focus on the policy relevance of the research ideas

- KPI-9. 4 innovative research project applications (Horizon Europe Cluster grants, Erasmus+, and National grants) sent in between year 0 and year 4 (at least 2 of these by TLU as a coordinator)
- KPI-10. 4 schools implemented the guide designed during the project in their teaching shortly after the project lifetime
- KPI-11. 25% more scientific publications in the field(s) of home economics + STEAM
- KPI-12. 25% increase in science specific events organized in the Science kitchen

Specific Objective 4 - To improve TLU's network in the home economics area as well as the visibility of all the partners.

- KPI-13. 20 interested and active members in an international network of researchers on home economics + STEAM
- KPI-14. 25 stakeholders (5 from Estonia and 20 foreign) keeping regular contact with the Science kitchen
- KPI-15. Number of different organizations (potential partners and/or stakeholders) participating in organized events
- KPI-16. Number of seminars/workshops with stakeholders

Specific Objective 5 - To improve the attractiveness of TLU and its partners for both experienced and early-career researchers

- KPI-17. 3 new Senior researchers working at Science kitchen by 2029
- KPI-18. 3 new ECRs working with Science kitchen by M36
- KPI-19. 15 ECRs participating in project events (seminars, conference)
- KPI-20. 10 ECR trained during summer school course

Specific Objective 6 - To foster gender equality by creating bridges between different disciplines, which traditionally attract more women, and disciplines that traditionally attract more men.

- KPI-21. 8 international meetings between researchers of these different disciplines
- KPI-22. Report designed for various disciplines, aiming at sharing ideas and guidelines on how to work together with the other disciplines

5 Reporting

5.1 Submission of deliverables

All the deliverables must be finalized and submitted within the specified deadlines, defined in the Grant Agreement. All deliverables shall be submitted to the EC, by electronic means via the Participant Portal by the Project Manager. The tasks leaders (who are in charge of the generation of the deliverable) and the WP leaders (who are responsible for the technical quality of the deliverables) are key persons in the making of a deliverable process.

5.2 Continuous reporting

The beneficiaries must continuously report on the progress of the action (e.g. deliverables, milestones, outputs/outcomes, critical risks, etc.), in the Portal Continuous Reporting tool and in accordance with the timing and conditions as agreed with the granting authority. PC is responsible for tracking the timing and uploading the documents.

Standardized deliverables (e.g. progress reports not linked to payments etc.) will be submitted using the templates published on the Portal.

5.3 Internal reporting

Interim monitoring reports are used for identifying strengths and weaknesses, and to improve the quality of the results. The interim report is done regularly twice a year by 30th of June and 31st of December, starting from M7. All together six interim reports are expected to be prepared during the project: at M7, M13, M19, M25, M31; M36).

Interim reports will be used to collect information about the status of the project and the progress achieved by each single partner in the tasks/WPs of their responsibility, as well as the progress of the project as a whole. In addition, to monitor the alignment of the usage of resources of each partner with respect to what was planned in the DoA, and to provide information on any eventual adjustment needed.

The template for the report is given in the project shared folder. The template will follow a structure similar to the one for the preparation of Periodic Reports, collecting the same information (in a similar format) of the Periodic Reports to facilitate the project coordinator, and the PSC, the monitoring of project progress, and the integration of the information collected every six months to provide consolidated reports to the EC.

Interim monitoring reports will be structured as follows:

- Explanation of the work carried out per WP for the 6 months period.
- Work progress and achievements per task.
- Table of effort per members involved in the period/tasks.
- Deviation and corrective action per WP.
- Deliverables and milestones tables.
- Update of risks and contingency plan.
- Direct costs per partner involved.

These reports will be elaborated for internal use in the consortium, not for submission to the EC.

5.4 Periodic reporting

The periodic reporting needs to be done once, on Month 16 (September 2025), prepared using the template available in the Portal Periodic Reporting tool. The D1.5 Progress report gives an overview of the SHAREE activities and outcomes, it reflects the developments of the project in relation to the set timeline and criteria.

5.5 Final reporting

The final report must be prepared using the template available in the Portal Periodic Reporting tool. It includes technical and financial parts. The technical part includes an overview of the action implementation. The financial part of the periodic report includes the financial statement (consolidated statement for the consortium). The financial statement must contain the lump sum contributions indicated in GA Annex 2, for the work packages that were completed during the reporting period.

By signing the financial statement (directly in the Portal Periodic Reporting tool), the coordinator confirms (on behalf of the consortium) that:

- the information provided is complete, reliable, and true
- the lump sum contributions declared are eligible (in particular, the work packages have been completed, the work has been properly implemented and/or the results were achieved in accordance with GA Annex 1; see Article 6)
- the proper implementation and/or achievement can be substantiated by adequate records and supporting documents that will be produced upon request or in the context of checks, reviews, audits, and investigations.

5.6 Financial Reporting and Project Auditing

The financial part of the periodic report includes:

- the financial statement (consolidated statement for the consortium)
- the explanation on the use of resources (or detailed cost reporting table): not applicable
- the certificates on the financial statements (CFS): not applicable

The financial statement must contain the lump sum contributions indicated in Annex 2 in GA, for the work packages that were completed during the reporting period.

For the last reporting period, the beneficiaries may exceptionally also declare partial lump sum contributions for work packages that were not completed (e.g. due to force majeure or technical impossibility). Lump sum contributions which are not declared in a financial statement will not be taken into account by the granting authority.

The granting authority may carry out checks, reviews and audits according to the GA Article 25. Therefore, the project partners need to be open to external audits and provide all necessary documentation requested by the auditor.

5.7 Keeping records – supporting documentation

Records and supporting documentation on scientific and technical implementation of the action must be kept, e.g. minutes, participation lists, programs, presentation slides, working documents of different activities etc. and must be made available upon request. Templates for the reports and minutes are given in the shared project folder.

Each partner must keep records and other supporting documentation at least for a period of five years after the payment of the balance – in order to prove the proper implementation of the action and the declared costs to be eligible. The documents must also be kept by beneficiaries until the end of the ongoing checks, reviews, audits, investigations, litigation, or other pursuits of claims under the Agreement.

A list of the records and supporting documentation all beneficiaries must keep related to costs declared (in accordance of the national and organizational legislation):

- Direct personnel costs:
 - o proof of paid salary;
 - o labour contracts.

- Other direct costs (travel costs and related subsistence allowances, equipment costs, costs of other goods and services):
 - o quotations (sub)contracts;
 - o all receipts of expenditure;
 - o meeting docs: signed presence lists, minutes, agenda;
 - o reports on work shadowing and study visits.

The documents must be original. Digital and digitalized documents can be considered originals if they are accepted by the national law of each consortium partner.

6 Dissemination and communication

The work package “Dissemination, communication and outreach” (WP6) is dedicated to disseminating and communicating the project outputs. The focus will be on enhancing awareness regarding the project activities and results.

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

- dissemination of the project itself in order to promote the EU Research and Innovation funding programme Horizon 2020;
- dissemination of the project results from the joint activities to promote the subject areas, joint research options, and topical communication for the benefit of the development of the area;
- communication of the acquired research management knowledge to a wider audience, both within TLU (e.g. at the institutional level), in partner organizations as well as outside of the partners' organizations (e.g. community).

Due to the main topic of SHAREE, home economics, contact with society as a whole is a core part of the project. The communication will aim at raising awareness and boosting the interest in home economics among citizens and thus in its results, increase attractiveness of home economics studies, and, later on, to attract more young researchers in the field. Communication will focus on the following points:

- Awareness on home economics, on STEAM, and on links between both
- Good practices and show-cases in challenging topics (related to climate, public health, education)
- New value of home economics as an educational and research area
- New Science kitchen environment for study and research activities
- New courses and learning activities for learners of different ages and genders
- Good practices in interdisciplinary handling of topics

The dissemination and exploitation of the project results will be implemented through well-targeted channels: publications, official website, conferences, networks, and educational events. All these channels will address the main target group, the academic and scientific community. Although, as important is that outreach activities will also focus on a secondary target group: the general public.

The details of the dissemination are opened in D6.1 Plan on Dissemination, Communication, and Exploitation that will be put together in Month 5 (October 2024).

6.1 Ethics

The actions in SHAREE must be carried out in line with the highest ethical standards. Following the ethical principles of EU, international and national Code of Conduct for Research Integrity.

The research and data collection in SHAREE project involves publicly available documents and contains no personal data to be protected. The project activities involves humans in co-developmental phase. Stakeholders are invited to join the discussions, give their valuable insight to the development and validate the developments of SHAREE as experts. The participation is based on experts' free will and their oral informed consent is asked. No ethics issues have been identified for the SHAREE project.

6.2 Open science and data management

Open Science practices are highly valued and integrated in the SHAREE project through various ways. The consortium is aware of mandatory practices, and information about outputs, tools, and instruments to reach the conclusion of scientific publications, as well as metadata, will be archived in trusted repository, as a common practice of partners, and made available immediately in CC BY or CC BY-NC/CC-BY-ND. Scientific articles will be published in peer-reviewed journals. SHAREE foresees a reasonable use of several recommended practices, and namely:

- co-designing process through regular meetings with stakeholders, especially workshops and seminars, to strengthen the relationship with stakeholders and enable TLU's increased visibility in home economics,
- co-assessment to collect feedback from stakeholders and end-users to re-orientate work if necessary and to increase the relevance and the applicability of results/feedback.

The project's data and metadata will be deposited and archived in trusted repositories, and will be FAIR (Findable, Accessible, Interoperable and Reusable). The different partners have specialists in Data Management and processes, which will be respected to ensure that requirements are fully met. A specific attention will be brought to the Ownership of data, both collected and created throughout the project (Results Ownership List), and all information related to it will be available in the D1.3 Data Management Plan put together on Month 6 (November 2024).

SHAREE's field of science aiming at the general public, Open Science principles are a major goal and asset of the project. As teachers' educators, we see the need for teachers and students to have access to such data to understand better the similarities and differences of the subject area in various countries and reuse them in their tasks, in addition to researchers and policymakers for obvious reasons. Data will be as open as possible, as closed as necessary, respecting potential limitations and conditions on the re-use of data originated from third parties.

6.3 Intellectual Property

The PSC will meet on a regular basis and will monitor, together with partners' Ethics Committees if needed, potential questions regarding Intellectual Property: either internally with the Results Ownership List, either from and to third parties.

Joint ownership is governed by GA 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 nonexclusive licenses to third parties (without any right to sub-license), if the other joint owners are given:
 - (a) at least 45 calendar days advance notice; and
 - (b) fair and reasonable compensation.

The joint owners shall agree on all protection measures and the division of related cost in advance.

The Partners agree that the Coordinator is entitled to exploit the jointly owned Results (Results in this context being the business plan and the worksheets developed for TLU Science kitchen) and to grant non-exclusive licenses to third parties for any commercial activities without giving an advance notice to the other parties and without any compensation to the other Parties.