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FETE Project Management Handbook

Shaping Food Environments in Transitioning Economies for Sustainable and Healthy Diets

Johanna Schott and Daniela Weible

Deliverable 6.1

We thank the Federal Ministry of Food and Agriculture (BMEL) and the Federal Office for Agriculture and Food (BLE) for funding the following research project:
Shaping food environments in transitioning economies for sustainable and healthy diets
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Abbreviations

BLE: Bundesanstalt für Lebensmittel und Ernährung (Federal Office for Agriculture and Food, project manager in Germany)

BMEL: Bundesministerium für Ernährung und Landwirtschaft (Federal Ministry of Food and Agriculture, Germany)

Co-I: Co-Investigator

PhD: PhD/ doctoral student

PI: Principal Investigator

Postdoc: Postdoctoral researcher

CSIR-STEPRI: Science and Technology Policy Research Institute (Ghana), in the text mentioned as STEPRI

SUA: Sokoine University of Agriculture (Tanzania)

TI: Thünen Institute (Germany)

UKZN: University of KwaZulu-Natal (South Africa)

UNM: University of Nottingham (Malaysia)

WP: Work Package

1 Summary

This Project Management Handbook intends to support the project team in the administration, work flow and financial management of the FETE project. It focuses on project implementation procedures, structures, responsibilities and coordination. This Handbook also includes templates for the administrative handling of different project tasks. It aims at supporting the achievement of project objectives, the effective management of all project procedures and the delivery of project results in time.

Key issues of this Project Management Handbook are:

- The procedures and templates used in FETE,
- the key roles and responsibilities,
- the way the project is carried out, monitored, accounted for and evaluated.

1. Introduction

1.1 FETE

Malnutrition (undernutrition, micronutrient deficiencies and overnutrition) is widespread in many countries today, regardless of the level of economic wealth. Dietary habits as well as increasingly uniform and unhealthy value chains worldwide contribute significantly to the spread of non-communicable diseases. The transition to diets with increased consumption of meat, sugar and high-calorie, high-fat and refined starch-based foods is increasing sharply in low- and middle-income countries - and so are non-communicable diseases.

Our multidisciplinary project aims to create a shared understanding of the problems and opportunities in this area. We intend to develop solutions for shaping a food environment in emerging economies that promote the consumption of nutritious food leading to better health results. The focus is on Southeast Asia (Malaysia) and Sub-Saharan Africa (Ghana, South Africa, Tanzania).

For this purpose, the food environments of the urban poor in four countries will be studied since one of the major drawbacks of rapid urbanisation is the increase in poverty and inequality in cities.

The project will utilise a variety of methodological approaches to assess the personal and external food environments as well as the policy framework. Together with local stakeholders, approaches for evidence-based policy recommendations will be developed. The project will result in the design of a reference model that will show how the approaches and results can be applied on a broader scale in the global South.

The main objective of the FETE project consortium is to answer the following questions:

(1) Who are the key stakeholders and players needed in each partner country to shape the food environment for healthy and sustainable diets?

(2) What are the key drivers for dietary habits and trends that affect the health of the urban poor in each partner country?

(3) What are the key and common challenges and opportunities of the food environment in all partner countries?

(4) What are suitable dietary and policy recommendations (and the key players and pathways of implementation) to improve the nutritional situation of the most vulnerable urban poor communities?

(5) How can the developed methods and the obtained results be disseminated more widely in the Global South?

1.2 Work Package 6

Work Package 6 (WP 6) ensures that the work programme objectives, milestones and deliverables are met in a timely manner and in accordance with BLE requirements. This WP manages the communication flow within the consortium, and between the consortium and the BLE. It also handles the overall financial and administrative issues as well as the monitoring of the project to ensure the achievement of high-quality results. This WP sets up the decision-making structure necessary to fulfil the project's internal timetable: providing prompt and coordinated communication within the consortium and clearly defined levels of responsibility within the project.

WP 6 aims to

- ensure that FETE is well organised from its beginning to its successful end;
- set up a project management structure;
- coordinate work package objectives, milestones and deliverables in a way that they are met in time;
- manage the communication within the project team, the administration departments and between the Thünen Institute and the financial sponsor (BLE);
- and monitor progress.

1.3 Task 6.1

Task title: Project management plan

Description: Within 6.1, a timely and smooth flow of information and efficient decision-making processes within the consortium will be ensured.

Milestones: a) The internal team (including roles, structure and line of communication) is defined.

b) The internal communication framework is being developed.

Deliverable: Project management handbook

2 Management of the FETE project

2.1 Management structure

The research consortium consists of

- Council for Scientific and Industrial Research in Ghana (STEPRI)
- University of Nottingham Malaysia (UNM)
- University of KwaZulu-Natal in South Africa (UKZN)
- Sokoine University of Agriculture in Tanzania (SUA), and
- Thünen Institute in Germany (TI).

The FETE project consortium is coordinated by the Thünen Institute.

A **steering committee** manages the whole project. The steering committee consists of **10 members**: the principal investigators Joyce Kinabo (SUA), Tafadzwanashe Mabhaudhi (UKZN), Festo Massawe (UNM) and Rose Omari (STEPRI), their representatives Mavis Akuffobea (STEPRI), Ee Von Goh (UNM), Akwilina Mwanri (SUA) Mallika Sardeshpande (UKZN) and the principal investigators/ coordinators Johanna Schott (TI) and Daniela Weible (TI). The steering committee is responsible for the overall success of the project.

In addition to the mentioned members of the steering committee, the FETE consortium covers **four Postdocs** and **eight PhDs** who are employed within the project at STEPRI, SUA, UKZN and UNM.

To achieve its objectives, the FETE work is organised within work packages. Every work package has a work package leader.

The financial administrative coordination is carried out by the **Thünen administration**. At that level, administrative colleagues from STEPRI, SUA, UKZN and UNM are involved in the project and part of the consortium.

2.2 Tasks and responsibilities

Coordinators

- Responsible for ensuring the success of the FETE project,
- guarantee the overall smooth running of the project,
- manage the timely high-quality execution of the activities across countries,
- monitor project progress and conduct a regular risk assessment of project activities,
- communicate with the BLE and, if necessary, negotiate any changes to the project,
- responsible for the timely delivery of interim reports until 30.04. of the following year and the final report to the BLE,
- act as co-supervisors for selected PhDs,
- all project outputs will have a specific deadline set by the coordinator,
- assign the tasks to persons, tasks will be provided with name abbreviations,
- set up and update project website.

Steering committee (project leaders and their representatives)

- Responsible for ensuring the success of the FETE project,
- responsible for the project management at their institution, which also includes the personnel, administrative and executive aspects of the project,
- act as technical research leaders to oversee all activities across project countries,
- share information about all project-related issues within the Steering Committee,
- act as key contact persons for all project matters,
- manage the timely and high-quality execution of activities within work packages and research in the four partner countries,
- supervision of selected PhDs,
- ensure the ethical compliance of the project work,
- develop common research protocols and execution approaches for their work packages,
- implement the necessary quality assurance strategies.

Administrative staff (Thünen)

- Manages the project finances including the controlling of expenditures,
- responsible for the forwarding of funds to STEPRI, SUA, UKZN and UNM following their “Request for funds”,
- responsible for the timely delivery of the annual statement of expenditures to the BLE until 01.02. of the following year,
- responsible for the administrative communication with the BLE,

  communicates on a regular basis with the administrative staff of STEPRI, SUA, UKZN and UNM.

Administrative staff (STEPRI, SUA, UKZN and UNM)

- Manage the financial part of the project in their respective country and responsible for handling the project budget per country,
- responsible for the timely delivery of all proofs of costs to the TI administration,
- responsible for sending the “Request for funds” every quarter to the TI administration.

Postdoctoral researchers/ Work package leaders and/or Local team leaders

- Responsible for managing and monitoring daily activities within work packages and research in their respective countries,
- ensure that schedules, resources and costs are maintained,
- communicate/meet with coordinators monthly about all project-related issues,
- act as contact persons for Work Package matters,
- the Work Package leaders coordinate the work in the Work Package and are responsible for communication within the Work Package,
- monitor research progress,
- responsible for the management of data collection and analysis,
- responsible for the supervision of PhDs.

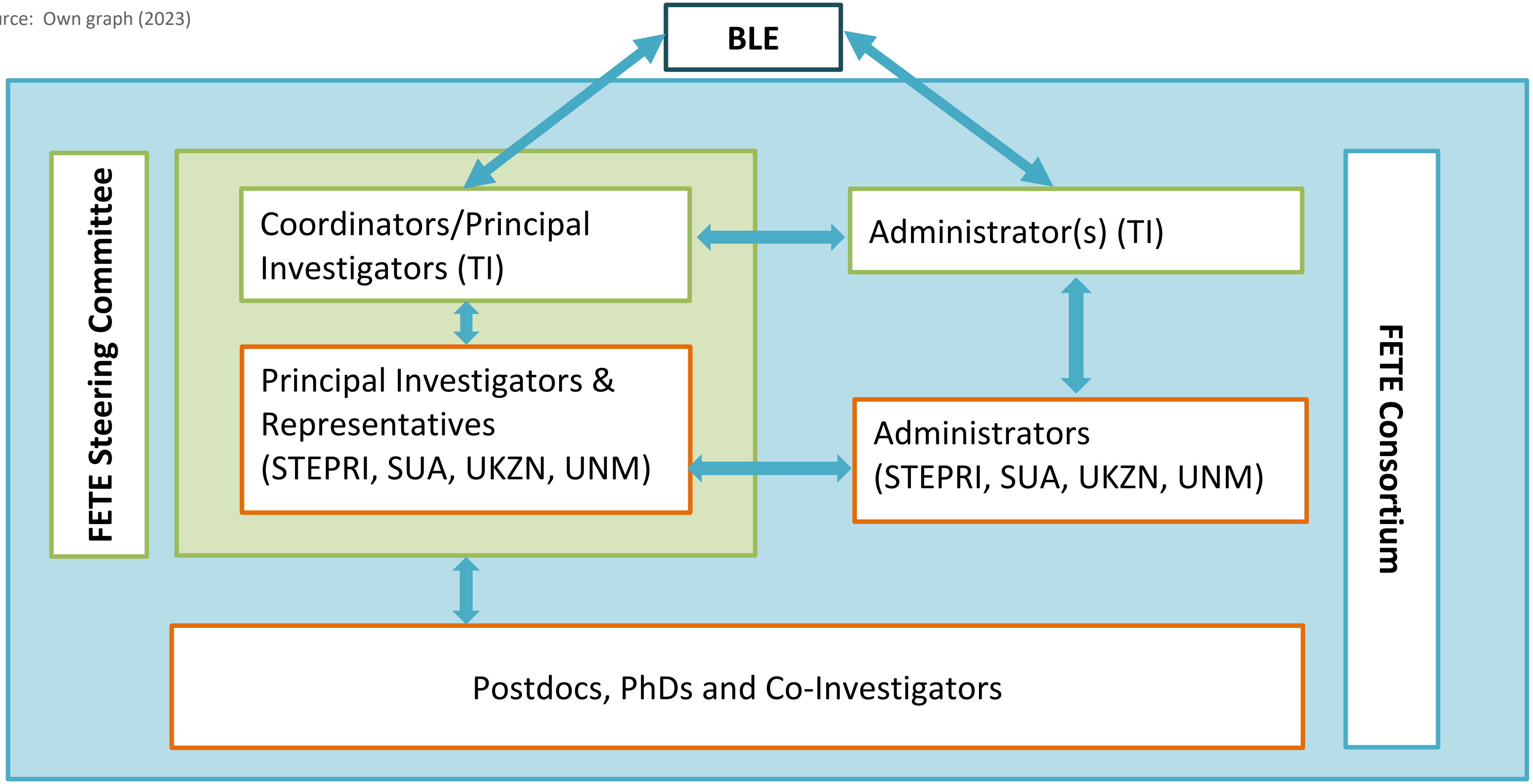
PhDs

- PhDs come from Ghana, Malaysia, South Africa and Tanzania, and are employed at SUA, STEPRI, UKZN and UNM,
- are registered either with UKZN or UNM, except PhDs from STEPRI who are registered with universities in Ghana,
- will take part in the Doctoral Training Programme (DTP),
- will be co-supervised by 3 supervisors of whom at least one is from the Steering Committee,
- responsible for the implementation of all research tasks of the single work packages assigned to them,
- responsible for data collection and analysis,
- all doctoral dissertations will be part of the FETE project.

The FETE management structure is shown graphically on the next page.

Figure 1: FETE management structure

Source: Own graph (2023)



Decision making processes in case of unforeseen events
The decision-making processes described below mainly concern project personnel and risks for the success of FETE.

- Decisions related to the overall project are taken by the steering committee during its regular meetings and, if necessary, at any other point in time. The steering committee informs the consortium of its decisions.
- Decisions within the WPs are taken by the Work Package leaders in co-operation with the other consortium members involved in the Work Package. Work Package leaders inform the steering committee of their decisions.
- Decisions on the level of Postdocs are taken by the member of the steering committee responsible for a Postdoc. The member of the steering committee informs the whole steering committee on his or her decision.
- Decisions at the level of PhDs are taken by the member of the steering committee responsible for a PhD. The member of the steering committee informs the whole steering committee of the decision.

3 Project Workplan and Implementation

3.1 Overview of Project components

FETE is composed of seven Work Packages (WP):

- WP0: Problem identification and shared understanding of challenges and responsibilities (Lead: STEPRI)
- WP1: External food environments and their impact on nutrition and health outcomes (Lead: UNM)
- WP2: Personal food environments and nutrition vulnerability, local scale map (Lead: UKZN)
- WP3: Development of evidence-based policy recommendations for effective interventions for the target groups (Lead UKZN)
- W4: Model of reference for replication and scaling out the project outputs (Lead: UNM)
- WP5: Communication and dissemination strategy, stakeholder engagement, and capacity building (Lead: SUA)
- WP6: Project management and coordination strategy (Lead: TI)

The FETE research plan on the next pages shows the details of Work Packages, tasks, milestones and deliverables.

3.2 Work Packages

Table 1: FETE research plan Work Package 0

Work Package #	Work Package Title	Task #	Task Title	Task Description	Milestones (measurement of progress) (# and short description)	Deliverables/Outputs per WP (products and services) (# and short description)	Anticipated outcomes (utilisation of the research output)	Location (country, village etc.)	WP lead (Acro-nym)	Partners contribu-ting to WP
0	**Problem identification and shared understanding of challenges and opportunities**	0.1	Stakeholder engagement	Conduct stakeholder consultation to co-identify common problems, challenges and opportunities (i.e., FoodE webinar	m0.1 Completion of the stakeholder consultation workshop	d0.1 Stakeholder consultation report (i.e., FoodE outcome report) revised and confirmed	Increased knowledge among key people and groups about food environment problems and challenges facing urban poor communities and opportunities to tackle them	Malaysia, South Africa, Tanzania & Ghana	STEPRI	UNM, UKZN, SUA & TI
		0.2	Local partners	Identify local partners for each target country	m0.2.1 Confirmation of nature and obligations of each partner	d.02 Local partners confirmed and agreement (e.g., MoA, MoU) signed				
					m0.2.2 Completion of agreements (e.g., MoU) with partners					
		0.3	Target group	Identify sampling population of the targeted group/location (i.e., urban-poor)	m03 Determined the inclusion criteria of "urban poor."	d.03 Definition of urban poor for each partner country confirmed	Nutrition and health concerns of urban poor on the agenda			

Source: Own table (2023)

Table 2: FETE research plan Work Package 1

Work Package #	Work Package Title	Task #	Task Title	Task Description	Milestones (measurement of progress) (# and short description)	Deliverables/Outputs per WP (products and services) (# and short description)	Anticipated outcomes (utilisation of the research output)	Location (country, village etc.)	WP lead (Acro-nym)	Partners contribu-ting to WP
1	**External food environment and their impact on nutrition and health outcomes**	1.1	Time series analysis	Carry out a time series analysis of the national food supply network and trends (including national production and import)	m1.1 Plotted data showing food supply trends, variations and turning points over time	d1.1.1 Report (with visuals) on key food supply networks, drivers and key players, causes of trends and patterns over time	Evidence-informed (food) policy making and strategic decisions to support healthy and sustainable food environments of the urban poor	Malaysia, South Africa, Tanzania & Ghana	UNM	UKZN, SUA, STEPRI & TI
						d1.1.2 Predictive model forecasting future food supply trends and possible turning points				
		1.2	Physical food environment	Assess physical food environment within target communities	m1.2.1 Measures of physical food environment sub-domains (where people shop and the types of foods, availability and prices, marketing), including quantitative and qualitative measures	d1.2 A database and report (with visuals) on what foods are available, nutrition information and prices in each target community				
					m1.2.2 Confirmation (a list) of key measurements to be taken for each sub-domain					
		1.3	Food policies	Assess food policies that relate to and	m1.3 Policies and practices that influence eating	d1.3 A report on key food policies (and				

Work Package #	Work Package Title	Task #	Task Title	Task Description	Milestones (measurement of progress) (# and short description)	Deliverables/Outputs per WP (products and services) (# and short description)	Anticipated outcomes (utilisation of the research output)	Location (country, village etc.)	WP lead (Acro-nym)	Partners contribu-ting to WP
				shape the current food environment, their objectives and impact on target groups	behaviour in urban poor communities	practices) and changes over time				
		1.4	Food environment influences	Map interlinkages between food value/supply chains, key players and food policies that shape the current food environment	m1.4 Maps to visualise changes in physical food environment and policy influences over time	d1.4 Causal loop maps on physical food environment and policy influences over time				

Source: Own table (2023)

Table 3: FETE research plan Work Package 2

Work Package #	Work Package Title	Task #	Task Title	Task Description	Milestones (measurement of progress) (# and short description)	Deliverables/Outputs per WP (products and services) (# and short description)	Anticipated outcomes (utilisation of the research output)	Location (country, village etc.)	WP lead (Acro-nym)	Partners contribu-ting to WP
2	**Personal food environment and nutrition vulnerability local-scale map**	2.1	Personal food environment 1 - surveys	Carry out surveys to identify the determinants of personal domains of the food environment (accessibility, affordability, convenience and desirability) (Part 1 of the survey)	m2.1.1 Designed questionnaire to assess food purchase and consumption patterns, food insecurity experience (FIES) and health status	d2.1.1 Report (with visuals) on FIES and health status	Increased awareness and knowledge among consumers, food vendors and other key players about food choices, dietary implications of food business and health outcomes especially of the urban poor	Malaysia, South Africa, Tanzania & Ghana	UKZN	UNM, SUA, STEPRI & TI
					m2.1.2 Obtained ethical clearance	d2.1.2 A database and report on where and how people obtain their food in each target community				
		2.2	Personal food environment 2 - PGIS	Use Participatory Geographic Information System (PGIS) surveys to map the food environment in the local neighbourhood) (Part 2 of the survey)	m2.2.1 Designed PGIS survey to assess food environments such as the location and type of F&B services and urban foraging	d2.2 A nutrition vulnerability map				
					m2.2.2 Conducted survey & collected data					
		2.3	Triangulation of nutritional vulnerability map	Compare nutritional vulnerability map with other broader scale spatial data such as census data	m2.3.1 Compared and triangulated local-scale mapping with national scale data	d2.3 Causal loop maps on physical food environment, food purchase and	Evidence-informed policy making to develop appropriate and inclusive food			

					m2.3.2 Visualised data	consumption pattern and health status	policy/relevant to the urban poor			

Source: Own table (2023)

Table 4: FETE research plan Work Package 3

Work Package #	Work Package Title	Task #	Task Title	Task Description	Milestones (measurement of progress) (# and short description)	Deliverables/Outputs per WP (products and services) (# and short description)	Anticipated outcomes (utilisation of the research output)	Location (country, village etc.)	WP lead (Acro-nym)	Partners contribu-ting to WP
3	**Development of evidence-based policy recommendations for effective interventions for the target groups**	3.1	Intervention approaches	Systematic review of intervention approaches	m3.1.1 Developed protocols for systematic review m3.1.2 Selected relevant intervention approaches for inclusion in complex system modelling	d3.1 Report on intervention approaches by regions and target communities	Policy makers become aware of food environment changes and policies necessary to drive healthy and sustainable diets	Malaysia, South Africa, Tanzania & Ghana	UKZN	UNM, SUA, STEPRI & TI
		3.2	Complex systems modelling	Assess intervention scenarios using complex system modelling	m3.2 Completed modelling and ranked intervention approaches according to their suitability	d3.2 Complex system model				
		3.3	Stakeholder engagement	Conduct stakeholder consultation and/or focus group discussion to discuss findings of 3.1 & 3.2	m3.3 Conducted stakeholder discussion	d3.3 Report on stakeholder discussion				
		3.4	Policy recommendations	Derive evidence-based policy recommendations	m3.4 Identified best practices, norms and standards in terms of food	d3.4 Report on evidence-based policy recommendations				

					policies and environments					

Source: Own table (2023)

Table 5: FETE research plan Work Package 4

Work Package #	Work Package Title	Task #	Task Title	Task Description	Milestones (measurement of progress) (# and short description)	Deliverables/Outputs per WP (products and services) (# and short description)	Anticipated outcomes (utilisation of the research output)	Location (country, village etc.)	WP lead (Acro-nym)	Partners contribu-ting to WP
4	**Model of reference for replication and scaling out the project outputs**	4.1	Inter-country analysis	Compile and compare WP 0-3 outcomes from different countries and establish the dynamic relationships of multiple factors across partner countries	m4.1 Analysed key country, site and individual socio-economic spatial and nonspatial drivers of nutritional health through intercomparison of all data (WP 0-3)	d4.1 Report on inter-country analysis	Increased inter-country cooperation and enhanced regional capacity to develop appropriate standards, guidelines and food policies to drive healthy and sustainable food environments	Malaysia, South Africa, Tanzania & Ghana	UNM	UKZN, SUA, STEPRI & TI
		4.2	Reference model	Employ system approach to wrap up WP 0-3, learning, replication, and scalability - a model of reference of how the established approaches and obtained results can be applied more widely in the global South	m4.2.1 Compiled results and data from WP 0-3	d4.2 Report on the reference model for the Global South				
					m4.2.2 Constructed conceptual framework for generating changes within the systems in the global South to achieve the desired outcome					
		4.3	Dashboard	Develop data and maps dashboard with ArcGIS	m4.3.1 Conducted stakeholder consultation – preview, feedback and revision to improve the user interface	d4.3.1 Report on stakeholder consultations				
					m4.3.2	d4.3.2				

					Developed and launched dashboard	Data and maps dashboard				

Source: Own table (2023)

Table 6: FETE research plan Work Package 5

Work Package #	Work Package Title	Task #	Task Title	Task Description	Milestones (measurement of progress) (# and short description)	Deliverables/Outputs per WP (products and services) (# and short description)	Anticipated outcomes (utilisation of the research output)	Location (country, village etc.)	WP lead (Acro-nym)	Partners contribu-ting to WP
5	**Communication and dissemination strategy, stakeholder engagement, and capacity building**	5.1	Publication strategy	Plan and implement publication strategy/road map delineating what, when, and how research will be published, including project briefs (for project website and with doi)	m5.1.1 Mapped research activities, objectives and expected outcome	d5.1.1 Research and publication roadmap	Increased awareness and access to research evidence on food environments in transitioning economies especially of the urban poor communities	Malaysia, South Africa, Tanzania & Ghana	SUA	UNM, UKZN, STEPRI & TI
					m5.1.2 Prepared publication road map that includes proposed title, abstract and author team and developed action plan for moving several manuscripts, policy notes and other materials forward simultaneously	d5.1.2 At least 10 articles published in reputable international journals				
		5.2	Project identity	Establish a consistent and distinctive project identity	m5.2 Designed logo and banner	d5.2 Logo and banner unveiled				
		5.3	Knowledge management	Communicate and disseminate – widely and effectively – the project’s objectives, methodology, benefits and	m5.3 Developed knowledge management and sharing tools with active inputs from stakeholders	d5.3 Knowledge management and sharing tools				

Work Package #	Work Package Title	Task #	Task Title	Task Description	Milestones (measurement of progress) (# and short description)	Deliverables/Outputs per WP (products and services) (# and short description)	Anticipated outcomes (utilisation of the research output)	Location (country, village etc.)	WP lead (Acro-nym)	Partners contribu-ting to WP
				results among wide variety of stakeholders via appropriate tools						
		5.4	External communication	Launch an effective external communication strategy assisting other work packages in meeting their outreach objectives	m5.4 Developed external communication framework (incl. objectives, stakeholders, activities, work plan, monitoring and impact evaluation)	d5.4.1 External communication framework				
						d5.4.2 At least 6 presentations at national and international conferences				
						d5.4.3 At least 4 policy notes developed				
		5.5	Capacity building	Plan, develop and implement a transdisciplinary training programme, including a postgraduate training programme (early career researchers (ECR), PhD, MSc), mobility and exchanges; interdisciplinary	m5.5 Design and establish a transdisciplinary training programme	d5.5 At least 8 PhDs and 2 ECRs trained	Increased capacity of young people and enhanced institutional capacity to address cross-sectoral issues and contribute to evidence-informed policy making			

Work Package #	Work Package Title	Task #	Task Title	Task Description	Milestones (measurement of progress) (# and short description)	Deliverables/Outputs per WP (products and services) (# and short description)	Anticipated outcomes (utilisation of the research output)	Location (country, village etc.)	WP lead (Acro-nym)	Partners contribu-ting to WP
				seminar/student conferences						
		5.6	Project sustainability	Prepare the ground for the sustainability and further exploitation of the results beyond the project's lifetime	m5.6.1 Identified future funding sources that will be applied for	d5.6.1 List of potential future funding sources				
					m5.6.2 Identified potentials partners for scaling out activities	d5.6.2 List of potential partners for scaling out activities				
					m5.6.3 Organised an International Symposium that will bring together external national and international private and public actors of food environments	d5.6.3 International Symposium				

Source: Own table (2023)

Table 7: FETE research plan Work Package 6

Work Package #	Work Package Title	Task #	Task Title	Task Description	Milestones (measurement of progress) (# and short description)	Deliverables/Outputs per WP (products and services) (# and short description)	Anticipated outcomes (utilisation of the research output)	Location (country, village etc.)	WP lead (Acro-nym)	Partners contribu-ting to WP
6	**Project management and coordination strategy**	6.1	Project management plan	Ensure a timely and smooth flow of information and efficient decision-making processes within the consortium	m6.1.1 Defined the internal team (including roles, structure and line of communication)	d6.1 Project management handbook	Project is implemented in accordance to objectives, tasks and deliverables	Germany, Malaysia, South Africa, Tanzania, Ghana	TI	UNM, UKZN, SUA & STEPRI
					m6.1.2 Developed internal communication framework					
		6.2	Monitoring and reporting 1	Ensure the timely and quality execution of the activities across partner countries according to the original plan (in close collaboration with WP leaders)	m6.2.1 Developed and agreed common research protocols and execution approaches across partner countries	d6.2 Fully consolidated project report				
					m6.2.2 Developed and implemented quality assurance strategies					
		6.3	Monitoring and reporting 2	Monitor progress of the planned activity and report to and communicate with the BLE	m6.3 Conducted regular risk assessment for all project activities and partners and arrange contingencies in case of shortfalls	d6.3.1 Annual technical reports				
						d6.3.2 Final technical report				
		6.4			m6.4	d6.4.1				

Work Package #	Work Package Title	Task #	Task Title	Task Description	Milestones (measurement of progress) (# and short description)	Deliverables/Outputs per WP (products and services) (# and short description)	Anticipated outcomes (utilisation of the research output)	Location (country, village etc.)	WP lead (Acro-nym)	Partners contribu-ting to WP
			Financial coordination and management	Coordinate the financial management of the project by controlling expenditures	Expenditure assessed against planned activities and financial statements every 3 months, individual and consolidated annual financial report	Annual financial reports				
						d6.4.2 Final financial report				
		6.5	Project management	Organise regular Project Management consortium meetings (internal communication) and Team building activities	m6.5.1 Conducted first year (kick-off), mid-project and end of project workshops to discuss results, assess progress and review objectives (to invite BLE team)	d6.5.1 Project workshops				
					m6.5.2 Conducted monthly internal meetings	d6.5.2 At least 18 monthly internal meeting reports				
		6.6	Public relations	Set up and update project website	m6.6 Appointed web developer and editor	d6.6 Project website				

Source: Own table (2023)

Figure 2: Work Plan (Gantt chart)

FETE Gantt-chart 11.12.2023

x ongoing | m milestone | d deliverable per WP

WP	Work package title	Task	Task title	2023 31.03.	2023 30.06.	2023 30.09.	2023 31.12.	2024 31.03.	2024 30.06.	2024 30.09.	2024 31.12.	2025 31.03.	2025 30.06.	2025 30.09.	2025 31.12.	2026 31.03.	2026 30.06.	2026 30.09.	2026 31.12.	Lead
0	**Problem identification and shared understanding of challenges and opportunities**	0.1	Stakeholder engagement	X	m0.1	d0.1														STEPRI
0		0.2	Local partners		X	m0.2.1 m0.2.2	d0.2													STEPRI
0		0.3	Target group		X	m0.3	d0.3													STEPRI
1	**External food environments and their impact on nutrition and health outcomes**	1.1	Time series analysis					x	x	x	x	x	x	m1.1	d1.1.1	x	x	d1.1.2		UNM
1		1.2	Physical food environment					x	x	x	x	m1.2.1	x	x	m1.2.2	d1.2				UNM
1		1.3	Food policies					x	x	x	x	x	x	m1.3	d1.3					UNM
1		1.4	Food environment influences											x	x	x	m1.4	d1.4		UNM
2	**Personal food environment and nutrition vulnerability local-scale map**	2.1	Personal food environment 1 - surveys					x	x	x	x	x	x	m2.1.1 m2.1.2	d2.1.1 d2.1.2					UKZN
2		2.2	Personal food environment 2 - PGIS					x	x	x	x	m2.2.1	x	m2.2.2	d2.2					UKZN
2		2.3	Triangulation of nutritional vulnerability map								x	x	x	x	m2.3.1	x	m2.3.2	d2.3		UKZN
3	**Development of evidence-based policy recommendations for effective interventions for the target groups**	3.1	Intervention approaches					x	m3.1.1	m3.1.2	d3.1									UKZN
3		3.2	Complex systems modeling					x	x	x	x	x	x	m3.2	d3.2					UKZN
3		3.3	Stakeholder engagement									x	m3.3	d3.3						UKZN
3		3.4	Policy recommendations									x	x	x	x	x	m3.4	d3.4		UKZN
4	**Model of reference for replication and scaling out the project outputs**	4.1	Inter-country analysis											x	x	m4.1	d4.1			UNM
4		4.2	Reference model											x	m4.2.1	m4.2.2	d4.2			UNM
4		4.3	Dashboard							x	x	m4.3.1	x	x	x	x	m4.3.2	d4.3.1 d4.3.2		UNM
5	**Communication and dissemination strategy, stakeholder engagement, and capacity building**	5.1	Publication strategy					x	x	x	m5.1.1	m5.1.2	x	d5.1.1	x	x	x	x	d5.1.2	SUA
5		5.2	Project identity				x	m5.2	d5.2											SUA
5		5.3	Knowledge management					x	x	x	x	x	x	x	m5.3	x	x	d5.3		SUA
5		5.4	External communication					x	x	x	m5.4	d5.4.1	x	x	x	x	x	d5.4.2 d5.4.3		SUA
5		5.5	Capacity building				x	m5.5	x	x	x	x	x	x	x	x	x	d5.5		SUA
5		5.6	Project sustainability					x	x	x	m5.6.1 m5.6.2	d5.6.1 d5.6.2	x	x	m5.6.3	x	x	d5.6.3		SUA
6	**Project management and coordination strategy**	6.1	Project management plan	x	m6.1.1 m6.1.2	d6.1														TI
6		6.2	Monitoring and reporting 1				x	x	m6.2.1	m6.2.2	x	x	x	x	x	x	d6.2			TI
6		6.3	Monitoring and reporting 2			x	m6.3.	d6.3.1	x	x	m6.3	d6.3.2	x	x	m6.3.	d6.3.3	x	x	d6.3.4	TI
6		6.4	Financial coordination and management	x	x	m6.4.1	m6.4.1	d6.4.1	m6.4.1	m6.4.1	m6.4.1	d6.4.1	m6.4.1	m6.4.1	m6.4.1	d6.4.1	m6.4.1	m6.4.1	d6.4.2	TI
6		6.5	Project management	x	x	x	d6.5.1	x	x	x	d6.5.1	x	x	x	d6.5.1	x	d6.5.1	x	d6.5.2	TI
6		6.6	Public relations				m6.6	d6.6	x	x	x	x	x	x	x	x	x	d6.6		TI

Source: Own table (2023)

3.3 Research Team Management Plan

The following tables show a detailed breakdown of the individual tasks of the project personnel. This table is currently a first draft that the steering committee agreed upon. It will be finalised after all PhDs and Postdocs have been recruited and the expertise of each position is known.

Table 8: Research Team Management Plan

Country	Position type	Tasks	Management tasks
Germany	Co-investigators time	WP 6 (6.1 - 6.6) + WP 5	
	Scientific coordinator		
Malaysia	Co-investigators time	WP5	6.2, 6.5, 6.6
	Postdoc Researcher No 1	2.2, 3.2, 4.2, 4.3	6.2, 6.5, 6.6
	PhD student No 1	1.1, 1.2, 1.3, 1.4, 2.2, 3.3 (optional)	6.6
	PhD student No 2	1.3, 1.4, 2.1, 2.2, 2.3, 3.3 (optional), 3.4, 4.2, 4.3	6.6
South Africa	Co-investigators time	WP5	6.2, 6.5, 6.6
	Postdoc Researcher No 2	1.3, 1.4, 3.1, 3.4	6.2, 6.5, 6.6
	PhD student No 3	1.1, 1.2, 1.3, 1.4, 2.2, 3.3 (optional)	6.6
	PhD student No 4	1.3, 1.4, 2.1, 2.2, 2.3, 3.3 (optional), 3.4, 4.2, 4.3	6.6
Tanzania	Co-investigators time	WP5	6.2, 6.5, 6.6
	Postdoc Researcher No 3	1.1, 2.3, 4.1	6.2, 6.5, 6.6
	PhD student No 5	1.1, 1.2, 1.3, 1.4, 2.2, 3.3 (optional)	6.6
	PhD student No 6	1.3, 1.4, 2.1, 2.2, 2.3, 3.3 (optional), 3.4, 4.2, 4.3	6.6
Ghana	Co-investigators time	WP5	6.2, 6.5, 6.6
	Postdoc Researcher No 4 (job share with ECR 1 & 2)	1.1, 1.2, 2.1, 3.3, 4.1	6.2, 6.5, 6.6
	PhD student No 7	1.1, 1.2, 1.3, 1.4, 2.2, 3.3 (optional)	6.6
	PhD student No 8	1.3, 1.4, 2.1, 2.2, 2.3, 3.3 (optional), 3.4, 4.2, 4.3	6.6

Source: Own table (2023)

4 Internal Consortium Communication

4.1 File Sharing

In order to provide efficient internal project communication across all partners, a common space – the Thünen cloud – is being used.

All project relevant documents will be saved in the Thünen Cloud, which already provides an electronic directory for the storage of project materials. Members of the steering committee, the Thünen administration, administration of STEPRI, SUA, UNM and UKZN, Postdocs and PhDs have access to the Thünen Cloud. If other persons require access for legitimate reasons, this should also be granted, however, access can be limited to read-only rights.

All persons who were granted access can upload and download documents and work on them simultaneously. Following document types will be stored at the Thünen Cloud:

- A list of consortium partners and their contact details (telephone, e-mail addresses, addresses)
- FETE research plan with tasks, milestones and deliverables
- FETE Gantt chart
- Each WP has its own folder. WP leaders must use and manage the structure of their WP folder.
- Meetings (Agenda and Protocol)
- Data management plan and data generated during research
- Deliverables (see folders for work packages 1 to 6) in the Thünen Cloud.

4.2 E-mail Correspondence

Regular e-mail communication with all consortium members serves as a means to keep all members informed on ongoing activities and deadlines. As many organisations participate in multiple projects under various international programmes in addition to domestic projects, it is important that all e-mail correspondence is headed with "FETE" in the title, followed by a short title giving context to the content therein, e.g., "FETE: Subject of e-mail".

It is recommended that each participant creates a dedicated "FETE" folder within his/her e-mail inbox in order to facilitate ease of filing and referencing.

It is important to ensure that the relevant partners are included in the e-mail communication. For example, where the subject matter may have an impact on the activities within another action or another WP, other partners should be "carbon copied "(cc) in the correspondence.

The co-ordinator will create a contact list of the Steering Committee and day-to-day contacts (principal investigators and in copy the second person in command). It will be the responsibility of these contacts to keep their team informed of the project and circulate correspondence amongst them as appropriate.

Partners are encouraged to retain all project e-mails including copies of sent e-mails.

4.3 Online meetings regarding the project management

In order to achieve the overall project goals and objectives, online meetings with an agenda must be arranged on a regular basis. Different groups of the project team participate in separate meetings, see structure and illustration at the end of this section.

Quorum rules will be applied to each meeting. This means that meetings can only take place if one representative from each partner country is present.

Minutes are written of each meeting. The minutes are a short and concise record of the results of the meeting. Minutes are stored in the Thünen cloud in the folder "02_Meetings".

Online-meetings at project level:

- The **FETE Steering Committee** consists of the FETE coordinator(s) and the principal investigators (PI's) of each country as well as of the PI's representatives. The FETE coordinators organise the meeting of the steering committee bi-monthly at a fixed time, usually Wednesdays. If the PI is unable to attend the meeting, the second person is in command and can represent him/her at the meeting. The second person should be in close contact with the PI and proactively ensure the flow of information. If, during the preparation of a Steering Committee meeting, it becomes clear that both representatives of a partner country cannot attend, the date should be rescheduled within the week.
- The **FETE Administrators** meet monthly to discuss the financial management of the project. The administrators from Thünen invite the administrators from each country who manage the finances at country level to the meeting. The PIs also attend the meetings when necessary to monitor project development.
- The **FETE WP Working groups** meet regularly. The frequency will be decided by the WP leaders and Local Team leads, who will organise the meetings. The working groups will produce a quarterly report on the progress of the research with respect to the work package.
- The **FETE Quality Assurance** consists of the Postdocs, Work Package Leaders, Local Team Leaders and Coordinators to discuss the timely and quality execution of activities across countries and monitor the project progress of the planned activities. The meeting is organised by the FETE coordination and takes place bi-monthly. An outcome of the meeting is the report on project progress (see Annex 1 "Quarterly Progress Report Template").
- All FETE Consortium members form the **General Assembly**. The General Assembly meets annually at the Annual General Meeting (AGM).

If required, the FETE coordinator(s) will meet on demand with individual groups or individual persons either across or within countries to discuss specific aspects of the project.

Online-meeting at country level:

- The Principal Investigators are responsible for regular internal communication on country level to guarantee the flow of information.
- To monitor the success of the project, the coordinator(s) at Thünen meet regularly with administrators at Thünen.

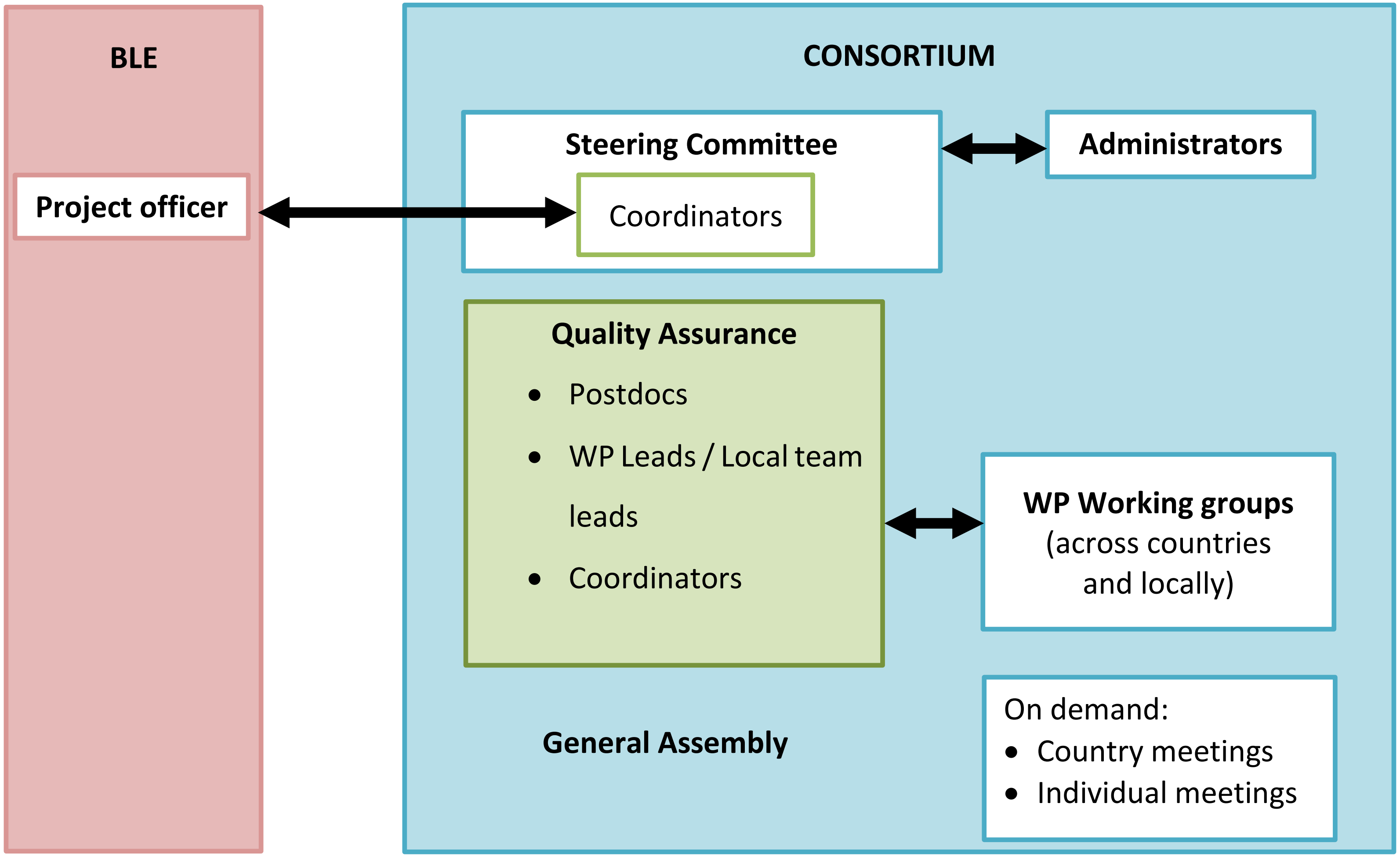
It is recommended that Principal Investigators and/or their representatives meet regularly with administrators from their institutions as well as with Postdocs and PhDs to ensure that the project is carried out according to the original plan.

Meeting time(s):

Due to differences between local times, it is challenging to find an appropriate time slot for longer meetings (2 hours). The time for meetings is mainly determined by how early it is in Ghana (UTC + 0) and how late it is in Malaysia (UTC + 8). In Germany UTC + 1 (CET in winter) and UTC + 2 (CEST in summer), in South Africa UTC + 2, and in Tanzania UTC + 3.

Therefore, longer meetings should start at 8:30 in Ghana and 16:30 in Malaysia and end at 10:30 in Ghana and 18:30 in Malaysia.

Figure 3: FETE Meeting Structure



Source: Own figure (2023)

4.4 External Communication

External communication is being managed by WP 5 (lead: SUA). In addition, project homepages serve to present FETE to a wider public.

4.5 Conflict Resolution

As a general rule, the FETE management will aim to build and promote consensus in order to ensure the maximum co-operation within the project consortium. However, in the unlikely event that a conflict on a general level arises, a "majority rules" approach will be adopted so that the issues may be resolved through a fair and transparent decision-making process. Decisions will be taken according to the majority of votes (one vote per steering committee member).

In case of conflicts within the five project organisations STEPRI, SUA, TI, UKZN and UNM, the conflict resolution departments/units of the respective organisation will be called and their rules will be applied to solve the conflict. In addition to that, the coordinators serve as contact persons for individual conflicts within the consortium.

5 Project Meetings and Workshops in person

- A project kick-off workshop will be held at SUA in Tanzania, a mid-project workshop in Ghana, an end-of-project workshop in Malaysia and a symposium in South Africa.
- The organisation of workshops will be coordinated by TI. Based on a suggestion by TI, the Steering Committee decides on workshop contents, duration, format, time flow and distribution of organisational tasks. The partner institution which hosts the workshop is responsible for the technical organisation, including room, catering, audio-visual technique, airport shuttle, etc.
- The organisation of the symposium will be coordinated by the lead of WP 5 and follows the same procedure as for workshops.
- Following the a.m. workshops and the symposium, a written report will be sent to the BLE. The coordinators draft a report and the Steering Committee will contribute to it. A template for the report is stored at the Thünen cloud under the folder "08_Workshops/Template".
- At stakeholder workshops in the partner countries, common introduction slides for presentations are mandatory which show the background and the objectives of FETE.

For participation in a scientific conference see section 6.3.1: Procedure to unblock funds for conference participation.

6 Financial management

The financial management of the project is outlined in the Cooperative and Funding Pass-Through Agreement (in brief: contract). The main points and templates are described in the FETE management handbook again to facilitate a smooth flow of the project. Nevertheless, the contract remains the binding document.

Attached to the contracts are the funds available to each partner for the implementation of the project:

Contract annex 4 – General budget

Contract annex 6 – Overview of travel costs

These funds have been approved by the funding body (the BLE) and are based on the submitted detailed financial calculations, which can be found in the Excel spreadsheet **01 2022-12-05-Budget_Planning_Table_AZA_AZV_Gesamt_FETE_Prüfung_final_334_NK**. The Excel spreadsheet is stored in the Thünen cloud under the folder “01_Application Budget”. This submitted and approved budget shows exactly which funds are earmarked for each partner and what type of personnel, travel and material resources. This is the basis for requesting funds during the project. Overall, funds shall be used economically. Budget positions (also referred to as budget lines) are explained in the above-mentioned Budget Excel spreadsheet.

The currency used is Euro. To convert sums into Euro the use of the EU's “InforEuro” currency converter is required (available at: https://commission.europa.eu/funding-tenders/procedures-guidelines-tenders/information-contractors-and-beneficiaries/exchange-rate-inforeuro_en).

FETE Administrators at Thünen can be contacted at any time if questions regarding financial issues arise.

6.1 Request for funds

Once per quarter all partners request the amount of the foreseeable staff costs (Items 0812 – 0822) by using the following template attached to the contract:

Contract annex 5 - Template for requesting funds.

Deadlines for requesting funds are indicated under paragraph 6 of the contract and listed in the table below.

Other costs (Items 0831, 832, 0838, 0839, 0841, 0845, 0850) shall be reimbursed subject to submission and review of interim numerical data (see section 6.2).

The line items stated in the general budget may be exceeded by up to 20%, provided this overspend can be compensated for by equivalent savings on other line items. Overspends of more than 20% generally require the prior written consent of the Thünen Institute.

The following fixed dates are agreed for requesting funds:

Table 9: Dates for requesting funds

Period	Draw-down of grant funds to be submitted by
01/01/2023 - 30/06/2023 (January – June)	07/06/2023
01/07/2023 - 30/09/2023 (July – September)	07/07/2023
01/10/2023 - 31/12/2023 (October – December)	07/10/2023
01/01/2024 - 31/03/2024 (January – March)	07/01/2024
01/04/2024 - 30/06/2024 (April – June)	07/04/2024
01/07/2024 - 30/09/2024 (July – September)	07/07/2024
01/10/2024 - 31/12/2024 (October – December)	07/10/2024
01/01/2025 - 31/03/2025 (January – March)	07/01/2025
01/04/2025 - 30/06/2025 (April – June)	07/04/2025
01/07/2025 - 30/09/2025 (July – September)	07/07/2025
01/10/2025 - 31/12/2025 (October – December)	07/10/2025

Source: Own table (2023)

6.2 Submission of interim proof (receipts list)

Partners present numerical data (receipts lists) summarising their incoming and outgoing payments according to the breakdown in the budget and cost schedule. They shall use the template provided in the contract:

Contract annex 7 – Template receipts list

The following points are important for the receipt lists:

- Receipts shall be numbered sequentially according to the numerical data.
- Staff expenditure is documented by employment contracts, payslips, job descriptions or other suitable evidence.
- Travel costs are documented by train tickets, plane tickets, bus tickets, taxi receipts, public transport tickets, hotel invoices etc.
- With respect to other material costs, each payment must be proven by corresponding receipts and substantiated proofs of payment (e.g., receipts for cash payments, account statements etc.). The issuing of internal receipts shall be avoided as far as possible. All services commissioned for execution of the project (e.g., renting of spaces, events, catering, workshops) or activities otherwise procured (e.g., ancillary activities) absolutely require a written agreement.
- Original receipts shall be kept for at least five years.

Administrators at Thünen check the numerical accuracy and the FETE coordination the technical accuracy (intended purpose) of the receipts. The Excel spreadsheet **01 2022-12-05-Budget_Planning_Table_AZA_AZV_Gesamt_FETE_Prüfung_final_334_NK** and the approved funds and purposes contained therein are used as the basis for the examination.

The following fixed dates are agreed for submitting interim proofs of use:

Table 10: Dates for submitting interim proofs

Accounting period:	Interim proof to be submitted by
01/01/2023 - 30/06/2023 (January – June)	(15/07/2023)
01/07/2023 - 30/09/2023 (July – Sept)	15/10/2023
01/10/2023 - 31/12/2023 (October – December)	15/01/2024
01/01/2024 - 31/03/2024 (January – March)	15/04/2024
01/04/2024 - 30/06/2024 (April – June)	15/07/2024
01/07/2024 - 30/09/2024 (July – September)	15/10/2024
01/10/2024 - 31/12/2024 (October – December)	15/01/2025
01/01/2025 - 31/03/2025 (January – March)	15/04/2025
01/04/2025 - 30/06/2025 (April – June)	15/07/2025
01/07/2025 - 30/09/2025 (July – September)	15/10/2025
01/10/2025 - 31/12/2025 (October – December)	31/03/2026

Source: Own table (2023)

6.3 Blocked line items

The following line items (funds) are blocked:

- **Item 0841** (other Mat1; Mat) Description: **Costs for publications in high-profile journals**, approved funding: €6,000.00, of which €6,000.00 blocked until journal is identified and cost estimate is submitted;
- **Item 0845** (Travel international; Travel) Description: **International academic conferences** (for doctoral candidates/post-docs), approved funding: €2.420,00, of which €2.420,00 blocked until travellers, destination and purpose of travel are known and cost estimate is submitted.

Blocked funds cannot be disbursed. These funds must be unblocked by the funding agency before they can be disbursed. This is subject to prior written application.

The procedure to unblock funds regarding item 0845 (Travel international; Travel) concerns the possible participation in a conference. The procedure to participate in a conference is described in Section 6.3.1.

The procedure to unblock funds regarding item 0841 (other Mat1; Mat) concerns costs for publications in scientific journals. How to unblock funds to disburse costs for publications in scientific journals is described in Section 6.3.2

6.3.1 Procedure to unblock funds for conference participation

Funds for the participation in conferences are blocked. Thus, to participate in a conference, the respective funds have to be deblocked BEFORE the conference takes place.

For deblocking conference funds, TI needs a) information on the budget needed and b) details on the conference participation. See workflow below:

1. Workflow

(1) The person who later applies for the funds, hands in an abstract/paper/organised session

(2) The corresponding authors have received positive feedback ("acceptance of the contribution")

(3) Only the presenting author is allowed to participate.

(4) The presenting author is employed in FETE.

(5) The presenting author sends the conference details to the Thünen administration and coordination (see 2. below).

(6) The Thünen administration and coordination check the application whether it fits the budget and the research contents of the FETE project.

(7) The Thünen administration applies for deblocking the conference funds at the BLE and informs the participating author about the status of the deblocking procedure.

(8) After the BLE has released (deblocked) the funds, the Thünen administration informs the participating author.

(9) The institution of the participating author requests funds as part of the quarterly request for funds.

(10) According to internal regulations at the four partner institutions, it may be that the conference participant has to pay travel costs and conference fees in advance.

(11) The presenting author attends the conference.

(12) After the conference has taken place, the presenting author applies for reimbursement of costs expenses according to the regulations at his/her institution (see 3. below.)

2. Conference details for application

The author sends the following information to the Thünen administration and the coordinators:

(1) Name of conference:

(2) Link to conference homepage:

(3) Date of conference:

(4) Conference location /online:

(5) Name of presenting author:

(6) Title of abstract:

(7) Notification (proof) on paper/abstract acceptance:

(8) Conference fees:

(9) Travel costs (if participation in person):

- Costs public transport (bus, tramway):
- Costs train:
- Costs flight:
- Costs of accommodation: total number of nights x costs per night:
- Daily allowances incl. travel days: 12,00 EUR for at least 8 hours, 24,00 EUR for 24 hours

(10) Short reason why it is necessary to participate in the conference. Please describe the connection between conference topic and FETE research topics.

3. Reimbursement of conference costs

(1) The conference participant (the author) passes his/her original invoices on conference fee, accommodation, travel costs and daily allowances to the administration of his/her organisation.

(2) The administration of the partner organisation submits the proofs of the conference attendance to the Thünen administration as part of the quarterly submission of interim proofs. The Thünen administration checks the proofs and transfers the expenses of the conference participant to the administration of his/her institution. The conference participant will receive the reimbursement of his/her expenses by his administration.

6.3.2 Unblock funds to cover costs for publications in scientific journals

Funds for publication fees are blocked.

Workflow

(1) If your manuscript is accepted and the journal incurs a fee, please inform the Administrators at Thünen and provide the following information:

- Name of author(s)
- Manuscript title
- Name of journal and publisher
- Proof of article publication fee (invoice)

(2) The Thünen administration and coordination check the application whether it fits the budget and the research contents of the FETE project.

(3) The Thünen administration applies for deblocking the publication costs at the BLE and informs the corresponding author about the status of the deblocking procedure.

(4) After the BLE has released (deblocked) the funds, the Thünen administration informs the author.

(5) The institution of the corresponding author requests funds as part of the quarterly request for funds.

(6) The institution of the corresponding author might pay publication fees in advance.

(7) For reimbursement, the institution of the corresponding author submits the publication fees as part of the quarterly submission of interim proofs.

If the article publication fee exceeds €1,000 net, then the awarding with waiver of tender is required additionally. Details shall be determined by the FETE Administrators' group.

6.4 Awarding contracts and conditions for traveling

When awarding contracts or procuring materials, the national legal regulations applicable to the Partner in question shall be observed. The Partners assure that they are in compliance with the applicable legal regulations and shall observe the provisions thereof. The award procedure and outcome shall be documented in writing in a relevant and comprehensible manner.

As a minimum, the Partners shall ensure that contracts are awarded only to qualified and capable providers on the basis of competitive financial conditions. Contracts with a foreseeable value of up to €1,000 net can be awarded as direct commissions, taking into account the principle of economy. For contracts with a value in excess of €1,000, tenders should normally be invited from at least three companies.

As a general rule, the most cost-effective proposal shall be used for the calculation of travel expenses. Travel expenses may be reimbursed in accordance with national regulations, subject to presentation of such regulations and subject to the maximum prices/ceilings set out in Annex 6 to the contract. The partners shall ensure that their staff involved in the project are adequately insured against accident and illness before traveling.

Where company cars are used, a maximum of €0.30 per kilometre driven can be reimbursed as eligible expenditure.

The Partners in the African cooperation countries and in Malaysia are forbidden from making overland journeys during the hours of darkness.

Before awarding contracts with a value exceeding €1,000, please contact the administrators at Thünen so that they can support and oversee individual processes.

7 Reporting and Monitoring

7.1 Project Progress Reporting (Monitoring)

Each partner reports regularly to the coordinators on work package progress within the meeting of the FETE Quality Assurance Group. The report (oral or written) is based on the template provided in Annex 2.

7.2 Reports to the BLE

7.2.1 Annual interim report

- For each project year, an interim report will be sent to the BLE until **30.04**. **of the following year**. It contains, among other topics, the most important scientific results (e.g., publications) as well as a description of the current status of the single work packages, necessary changes and adjustments.
- With each interim report, the BLE demands photos taken during the project that illustrate the project's activities.
- A template for the interim report can be found in the annex. The coordinators will coordinate the writing of the report and support partners in collecting their materials and writing their statements. Partners can submit their texts in English. The final version of the interim report will be in German.
- STEPRI, SUA, UKZN and UNM are requested to submit their input to the interim report until **10.04.** of each project year.
- In addition, a **project update** of 2 to 3 pages in English and German of the past project year, and photos have to be sent together with the interim report until **30.04. of the following** year to the BLE. The coordinators will write the project update.

7.2.2 Annual financial report

- For each project year, a financial report will be sent to the BLE until **01.02. of the following year**. To set up the financial report, timely submitting of interim proofs of use are essential. STEPRI, SUA, UKZN and UNM are requested to submit their interim proofs according to the following deadlines:
- For the financial report, STEPRI, SUA, UKZN and UNM are requested to send their input for the past project year by **15.01.** of the following project year.

The following table shows the deadlines for the yearly **interim report**, **proof of use (final report)** and the yearly **financial report:**

Table 11: Deadlines interim report and proof of use (final report)

Annual interim report to be submitted by	30.04.	Partners deliver their input by	10.04.
Annual financial report to be submitted by	01.02.	Partners deliver their input by	15.01.
Final report (Proof of use) to be submitted by	Six months after the end of project	Partners deliver their input by dates to be set by coordinators	

Source: Own table (2023)

7.2.3 Final report ("Proof of use")

- The final report (proof of use) will be sent to the BLE six months after the project has been finished. Partners deliver their input by dates to be set by coordinators. From the beginning of FETE, the final report (proof of use) for the BLE will be planned.

- At the end of the project, the contribution of the project to the achievement of the Sustainable Development Goals (SDGs) within the framework of the 2030 Agenda must be reassessed. For this purpose, the SDG tool must be resubmitted together with the proof of use (final report). A short statement on the Theory of Change formulated in the application must be submitted together with the proof of use.
- The work on the proof of uses starts in the last six months of FETE. The coordinators will send a template of the proof of use with deadlines to the Steering Committee.
- STEPRI, SUA, UKZN and UNM are requested to submit their input to the proof of use accordingly.

7.2.4 Final financial report

The Thünen administration in cooperation with the administrations of the four project countries prepares a final financial report (proof of use of the project budget). Partner administrations have to deliver their input set by the Thünen administration.

8 Publications

In all scientific publications, the funding reference ("Förderkennzeichen") **FKZN 2820FENV13** has to be mentioned by including the following sentence:
»The project is supported (was supported) by funds of the Federal Ministry of Food and Agriculture (BMEL) based on a decision of the Parliament of the Federal Republic of Germany via the Federal Office for Agriculture and Food (BLE). «

- On all other publications, project materials (e.g., Flyer) and at all events, the following logo has to be used and be shown at all FETE events (e.g., PowerPoint presentations):

With support from

Federal Ministry of Food and Agriculture

by decision of the German Bundestag

Project manager

Federal Office for Agriculture and Food

The a.m. logo and other BLE logos to be used are saved at the Thünen cloud, folder "07 Logos".

- All published publications will be saved in the Thünen cloud. These cover international and national publications, reviewed and not reviewed ones, as well as all media in which FETE was mentioned. Details on each publication should be inserted into an excel file at the Thünen cloud (see folder "Publications", excel file "FETE overview publications"). Afterwards authors inform the FETE consortium about the saved publications. One reason for the publication Excel file lies in the fact that an overview on all publications must be sent to the BLE together with the interim report and the proof of use (final report). The other reason relates to the external project website where we will inform on the progress of the project on a regular basis.
- To work on common publications, the Thünen Institute has set up a CITAVI library of publications on food environments and other topics related to food systems and nutrition. All partners have access to this library and are invited to use it and to add publications to it.

Overall, a publication strategy will be planned and implemented by WP 5 (lead: SUA).

9 Quality Control and Evaluation

Work Package 6, task 6.2, is dedicated to ensure the timely and quality execution of the activities across partner countries according to the original plan (in close collaboration with WP leaders).

9.1 Procedures

To guarantee a high-quality standard, common research protocols and execution approaches are developed and agreed upon across partner countries. In addition to that, quality assurance strategies are developed and implemented by the FETE Quality Assurance Group.

9.2 Evaluation

In the aftermath of the international symposium, the FETE Steering Committee will meet to conduct an internal evaluation.

10 Ethical Considerations

10.1 Risk, Quality and Ethics Management Plan

The "**Guidelines for Safeguarding Good Research Practice**" of the German Research Foundation (DFG) serve as research rules for FETE. The respective publication of the DFG is saved in the Thünen cloud (top level) and can be found here: https://zenodo.org/record/6472827

A short overview of the guidelines is shown below:

(1) **Commitment to the general principles**. Higher education institutions (HEI)and non-HEI research institutions, with the participation of their members, work together to define rules of good research practice, ensure that their employees are made aware of these guidelines and related policies and regulations, and require their employees to comply with them with due regard for the type of research undertaken in the relevant subject area. Individual researchers are responsible for ensuring that their own conduct complies with the standards of good research practice.

(2) **Professional ethics.** Researchers are responsible for putting the fundamental values and norms of research into practice and advocating for them. Education in the principles of good research begins at the earliest possible stage in academic teaching and research training. Researchers at all career levels regularly update their knowledge about the standards of good research practice and the current state of the art.

(3) **Organisational responsibility of heads of research Institutions.** The heads of HEIs and non-HEI research institutions create the basic framework for research. They are responsible for ensuring adherence to and the promotion of good practice, and for appropriate career support of all researchers. The heads of research institutions guarantee the necessary conditions to enable researchers to comply with legal and ethical standards. The basic framework includes clear written policies and procedures for staff selection and development as well as for early career support and equal opportunity.

(4) **Responsibility of the heads of research work units.** The head of a research work unit is responsible for the entire unit. Collaboration within the unit is designed such, that the group as a whole can perform its tasks, the necessary cooperation and coordination can be achieved, and all members understand their roles, rights and duties. The leadership role includes ensuring adequate individual supervision of early career researchers, integrated in the overall institutional policy, as well as career development for researchers and research support staff. Suitable organisational measures are in place at the level of the individual unit and of the leadership of the institution to prevent the abuse of power and exploitation of dependent relationships.

(5) **Dimensions of performance and assessment criteria.** To assess the performance of researchers, a multidimensional approach is called for; in addition to academic and scientific achievements, other aspects may be taken into consideration. Performance is assessed primarily on the basis of qualitative measures, while quantitative indicators may be incorporated into the overall assessment only with appropriate

differentiation and reflection. Where provided voluntarily, individual circumstances stated in curricula are considered when forming a judgement.

(6) **Ombudspersons.** HEIs and non-HEI research institutions appoint at least one independent ombudsperson to whom their members and employees can turn to with questions relating to good research practice and in cases of suspected misconduct. They take sufficient care to ensure that people are aware of who the ombudspersons at the institution are. For each ombudsperson there must be a designated substitute in case there is any concern about conflicts of interest or in case the ombudsperson is unable to carry out his or her duties.

(7) **Cross-phase quality assurance.** Researchers carry out each step of the research process *lege artis*. When research findings are made publicly available (in the narrower sense of publication, but also in a broader sense through other communication channels), the quality assurance mechanisms used are always explained. This applies especially when new methods are developed.

(8) **Stakeholders, responsibilities and roles.** The roles and responsibilities of the researchers and research support staff participating in a research project must be clear at each stage of the project.

(9) **Research design.** Researchers consider and acknowledge the current state of research when planning a project. To identify relevant and suitable research questions, they familiarise themselves with existing research in the public domain. HEIs and non-HEI research institutions ensure that the necessary basic framework for this is in place.

(10) **Legal and ethical frameworks, usage rights**. Researchers adopt a responsible approach to the constitutionally guaranteed freedom of research. They comply with rights and obligations, particularly those arising from legal requirements and contracts with third parties, and where necessary seek approvals and ethic statements and present these when required. With regard to research projects, the potential consequences of the research should be evaluated in detail and the ethical aspects should be assessed. The legal framework of a research project includes documented agreements on usage rights relating to data and results generated by the project.

(11) **Methods and standards.** To answer research questions, researchers use scientifically sound and appropriate methods. When developing and applying new methods, they attach particular importance to quality assurance and the establishment of standards.

(12) **Documentation.** Researchers document all information relevant to the production of a research result as clearly as is required by and is appropriate for the relevant subject area to allow the result to be reviewed and assessed. In general, this also includes documenting individual results that do not support the research hypothesis. The selection of results must be avoided. Where subject-specific recommendations exist for review and assessment, researchers create documentation in accordance with these guidelines. If the documentation does not satisfy these requirements, the constraints and the reasons for them are clearly explained. Documentation and research results must not be manipulated; they are protected as effectively as possible against manipulation.

(13) **Providing public access to research results.** As a rule, researchers make all results available as part of scientific/academic discourse. In specific cases, however, there may be reasons not to make results publicly available (in the narrower sense of publication, but also in a broader sense through other communication channels); this decision must not depend on third parties. Researchers decide autonomously – with due regard for the conventions of the relevant subject area – whether, how and where to disseminate their results. If it has been decided to make results available in the public domain, researchers describe them clearly and in full. Where possible and reasonable, this includes making the research data, materials and information on which the results are based, as well as the methods and software used, available and fully explaining the work processes. Software programmed by researchers themselves is made publicly available along with the source code. Researchers provide full and correct information about their own preliminary work and that of others.

(14) **Authorship.** An author is an individual who has made a genuine, identifiable contribution to the content of a research publication of text, data or software. All authors agree on the final version of the work to be published. Unless explicitly stated otherwise, they share responsibility for the publication. Authors seek to ensure that, as far as possible, their contributions are identified by publishers or infrastructure providers such that they can be correctly cited by users.

(15) **Publication medium.** Authors select the publication medium carefully, with due regard for its quality and visibility in the relevant field of discourse. Researchers who assume the role of editor carefully select where they will carry out this activity. The scientific/academic quality of a contribution does not depend on the medium in which it is published.

(16) **Confidentiality and neutrality of review processes and discussions.** Fair behaviour is the basis for the legitimacy of any judgement-forming process. Researchers who evaluate submitted manuscripts, funding proposals or personal qualifications are obliged to maintain strict confidentiality with regard to this process. They disclose all facts that could give rise to the appearance of a conflict of interest. The duty of confidentiality and disclosure of facts that could give rise to the appearance of a conflict of interest also applies to members of research advisory and decision-making bodies.

(17) **Archiving.** Researchers back up research data and results made publicly available, as well as the central materials on which they are based and the research software used, by adequate means according to the standards of the relevant subject area, and retain them for an appropriate period of time. Where justifiable reasons exist for not archiving particular data, researchers explain these reasons. HEIs and non-HEI research institutions ensure that the infrastructure necessary to enable archiving is in place.

(18) **Complainants and respondents.** The responsible bodies at HEIs and non-HEI research institutions (normally ombudspersons and investigating committees) examining allegations of misconduct take appropriate measures to protect both the complainant and the respondent. The investigation of allegations of research misconduct must be carried out in strict confidentiality and adhere to the presumption of innocence. The information disclosed by the complainant must be provided in good faith. Knowingly false or malicious allegations may themselves constitute misconduct. The disclosure should not disadvantage the research or professional career prospects of either the complainant or the respondent.

(19) **Procedures in cases of alleged research misconduct.** HEIs and non-HEI research institutions establish procedures to handle allegations of research misconduct. They define policies and regulations on the basis of a sufficient legal foundation. The regulations define the circumstances that constitute misconduct, procedural rules and the measures to take should an allegation be upheld. Regulations are applied in addition to relevant higher-level laws.

- Partners have to adhere to the ethical research standards applied in the four research countries. This implies e.g., ethical clearance before field research.
- Other risks: If a person employed in or associated with FETE quits his or her job during the project's duration, the responsible member of the Steering Committee must organise a replacement as soon as possible to guarantee research and administrative quality as well as the keeping of deadlines.

11 Data Management Plan

The FETE project will develop one data management plan and this task will be led by WP5. At the present time (December 2023), it would be appropriate, that project partners create individual data management plans for the data management of the work package they lead and coordinate them with WP 6. The coordinators will match the individual plans with the Thünen template. The data management plans will be available for the FETE consortium in the Thünen cloud.

12 References

Rowlands R, Coaffee J (2016) Medi@4SEC Project Management Handbook – Deliverable 5.1, University of Warwick, to be found in <https://ec.europa.eu/research/participants/documents/downloadPublic?documentIds=080166e5ab8b561e&appId=PPGMS> The FETE Project Management Handbook is partly based on this source.

Deutsche Forschungsgemeinschaft (2022) Guidelines for Safeguarding Good Research Practice. Code of Conduct. Version V2: 1-28, to be found in <https://zenodo.org/records/6472827>

Annexes

Annex 1 Quarterly Progress Report Template

The following template lists several work packages. This is because work package leaders support other work packages outside the one they lead.

Table 12: FETE Quarterly Progress Report

(Partner name) – month no./year to month no./year

To be filled out by the Work Package leaders

Technical progress	
How are you progressing with your work? (Please provide a short overall impression of the progress of your work – max. 5 lines)	
Please outline the contribution you made to Work Package(s) (WP) in the last 3 months (max. 3 items per WP)	
WP 0	
WP 1	
WP 2	
WP 3	
WP 4	
WP 5	
WP 6	
Please explain the contribution you will make to the work packages in the next 3 months (max. 3 items per WP)	
WP 0	
WP 1	
WP 2	
WP 3	

WP 4	
WP 5	
WP 6	
Are you encountering or do you anticipate problems achieving formal results/deliverables?	
WP 0	
WP 1	
WP 2	
WP 3	
WP 4	
WP 5	
WP 6	
Are you encountering or do you anticipate problems fulfilling your informal commitments (e.g., providing informal input to other Work Packages)? Are you encountering or do you anticipate problems meeting your deadline(s) (are you running into time problems)?	
Are you encountering or do you anticipate any budgetary problems (budgets for personnel, materials, travels)?	
What is the plan for the forthcoming quarter?	
What is the overall status of your Work Package? Is it on track to meet the deadlines?	

Source: Rowlands R, Coaffee J (2016) MEDIA@4SEC Project Management Handbook – Deliverable 5.1, University of Warwick

Annex 2 Interim Report Template

(1) Enumeration of the most important scientific-technical results and other significant events

(2) Comparison of the status of the project with the original (or, with the consent of the funding agency, amended) work plan. Work, time and expenditure planning (as amended with the consent of the funding body)

(3) Have the prospects for achieving the objectives of the operation within the indicated expenditure period changed compared to the original application (justification)?

(4) Have any third-party results become known in the meantime that are relevant for the implementation of the project?

(5) Are or will changes in goal setting be necessary?

(6) Update of the utilisation plan. This should contain information on the following points as far as applicable in the individual case (business secrets of the grant recipient need not be disclosed):

- Inventions, applications for industrial property rights and granted industrial property rights made or claimed by the funding recipient or by participants in the project, as well as their location-related exploitation (licences, etc.) and identifiable possibilities for exploitation,
- Economic prospects of success after the end of the project (with time horizon) - e.g., also functional/economic advantages over competing solutions, benefits for various user groups/industries in Germany, implementation and transfer strategies (specify as well as the nature of the project allows),
- Scientific and/or technical prospects of success after the end of the project (with time horizon) - including how the planned results can be used in other ways (e.g., for public tasks, databases, networks, transfer points, etc.). In this context possible cooperation with other institutions, companies, networks, research centres, etc. should also be included,
- Scientific and economic connectivity for a possible necessary next phase or the next innovative steps for the successful implementation of the results.

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