



Towards a new zero food waste mindset based on holistic assessment

D8.1. ToNoWaste internal management procedures report

Deliverable N°	D8.1	Work Package N°	8	Task/s N°	8.1 and 8.2
Work Package Title	Project management				
Linked Task/s Title	Task 8.1: Management structures and internal procedures definition Task 8.2: Implementation of project management procedures				
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Dissemination level	PU	(PU-Public, PP, RE-Restricted, CO-Confidential)			
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1. Introduction and scope

ToNoWaste is a project funded by the European Union under the programme Horizon Europe in the topic HORIZON-CL6-2021-FARM2FORK-01-13.

The project starts 01/09/2022 and has a duration of 48 months.

The mission of ToNoWaste is to encourage actors in European food systems, using evidence-based tools and lessons learned, to make better decisions towards a more sustainable food production and consumption patterns.

ToNoWaste main objective is to provide farmers, supply chain companies as well as consumers and policymakers with more objective, integrated, and standardized information about the impacts and global co-benefits of their daily actions. ToNoWaste will inspire them to co-create a portfolio of positively assessed pathways to shift Europe towards a healthier, more resilient, inclusive, and sustainable food production and consumption.

Specific objectives

(O1) To Design an open innovation ecosystem that engages European researchers, municipalities, farmers, supply chains and citizens to share open access scientific knowledge about FWPR and its assessment. (WP1)

ToNoWaste seeks to create synergies with other ongoing actions related to FWPR at EU level keeping in touch with four H2020 sister projects to reuse data and collaborate in the actions assessment for avoiding duplication.

(O2) To unveil what better decision means in the fresh food value chain (FFVC), supporting the FWPR actions with the best impacts for the food system sustainability. (WP1)

ToNoWaste has selected FFVC because Milan urban food policy pact prioritized to make fresh food accessible for all due to its potential to solve dietary-related illnesses (e.g., diabetes, heart disease and cancer). Therefore, O2 will investigate how to make FWPR compatible with FFVC sustainable development with a cost-benefit approach (RO1).

(O3) To co-create a new science-based framework (SBF) for evidence-based decision making in food systems. (WP2)

O3 will look for synergies with H2020 sister projects, city councils and JRC to define logical steps for environmental/social/economic holistic impact FWPR assessment (RO2).

(O4) To transform the SBF into Quantitative Decision-Making Methods (QDMM) that supports researchers and professionals in decisions related to FWPR in the FFVC. (WP2)

O4 requires the SBF decomposition into specific workflows for the fresh products under study, considering its origin and business processes involved to establish the limits of acceptance/significance for each decision maker (RO3).

(O5) To engage more and more FSC actors in the mindset and behavioural shift offering open access to: i) consumer perception of the FWPR problem in fresh food value chain (FFVC) and potential solutions; ii) learning contents, technical guidelines to implement the

best practices available - including date marking and smart food packaging, as well as iii) apps that automate the participation and monitoring process for facilitating decision making for supply chain actors. (WP4 and WP5)

The behavioural change will be prompt by results of social research (RO4) focused on understanding the consumers' and producers' perception of the problem and the solutions proposed by decision-makers. ToNoWaste will facilitate the co-creation of FWPR guidelines to identify hotspots of problems, plan actions, assess corrective solutions and document improvements. During Multi-actor workshops and other networking events, we will validate the tools (PR, DEM) by discussing the practical learnings (KH1) and quantitative data from actions assessment (KH2).

(O6) To take advantage of synergies among R&I projects and local/national FWPR actions to co-create specific accounting tools and an integrated platform for assessing the root causes behind FW along the value chain as well as fostering the most beneficial FWPR actions. (WP2 and WP3)

O6 will require the creation of accounting tools for professionals and its integration into an open platform for non-expert users (DEM) to facilitate the decision-making process to all the actors involved in the value chain. DEM will maximize the impact at EU level using open-source technologies as FIWARE. The previous/current FWPR actions in sister H2020 projects will be compared to detect the best practices that maximise the overall positive impacts.

(O7) To foster the organisational change with new coaching services and best practices in FSC. (WP6)

O7 is based on the creation of learning contents, training actions and a business coaching service oriented to support entrepreneurs. ToNoWaste will take advantage from current innovation HUBs related to urban FFVC where food companies (mainly SMEs) can co-create more sustainable business models.

(O8) To co-create new EU policies considering the diversity on regulatory ecology about FWPR. (WP6)

O8 will consider the new accounting and reporting methodology developed for ensuring a deeper integration of sustainability into the corporate governance and regulation of public supporting schemes for innovative businesses (KH4). The project will investigate how to transform the best FWPR actions in terms of KPIs into new standards and labels for fostering the organisational change. The project will use the Covenant of Majors and Milan Urban Food POLICY Pact for the open discussion of the white paper where other agencies like DG AGRI and JRC will be invited.

Scope of the deliverable

Internal manual that reports the minutes from the Kick Off Meeting and collects all the internal supporting documents for managing the project,

2. Approved governance structure

2.1 Executive Board Members

The executive Board (EB) is the responsible of the daily technical coordination of tasks within their respective WPs, to refine and refocus project activities, as necessary. Furthermore, they lead the conflicts resolution and the exploitation strategy definition.

The EB was voted and approved in the kick off meeting. The members of the EB are detailed below:

Table 1. Executive Board Members

Members	Entities
Maria Jesus Muñoz	UJI
Juana María Rivera	UJI
Ainhoa Alonso	UD
Rene Kollmann	STRA
Mahshid Sotoudeh	OEAW
Betina Piqueras	WU
Jukka Tapio Mähönen	UIO
Rodrigo Lozano	HIG
Juan Jose Candel	ZAB

2.2 External Advisory Board Members

The EAB shall assist and facilitate the decisions made by the General Assembly.

The Ethical Advisor is included in the EAB, and they sign an NDA.

Partners can add more candidates in General Assembly 2

Table 2. External Advisory Board members.

Candidates	Entities
(EthA) Jose Luis Fernandez	COMILLAS University (Spain)

3. Instructions for reporting

According to the project data sheet, there are three reporting periods as it is detailed in Figure 1:

1. PR1: covering the period from 1/09/2022 to 29/02/2024. The submission deadline: 30/04/2024
2. PR2: covering the period from 1/03/2024 to 31/08/2025. The submission deadline: 31/10/2025.
3. PR3: covering the period from 1/09/2025 to 31/08/2026. The submission deadline: 31/10/2026.

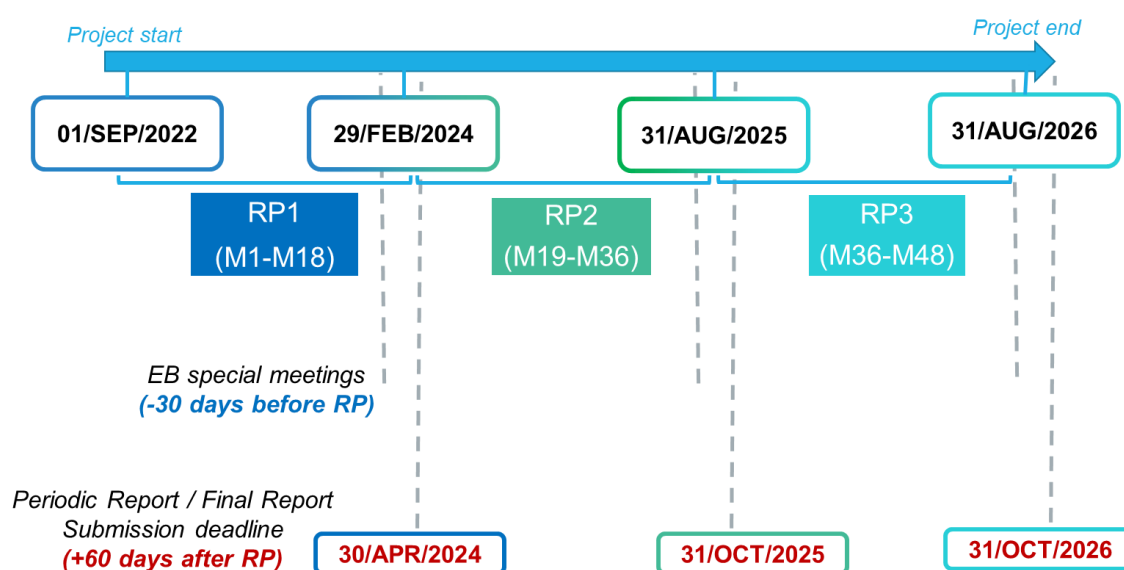


Figure 1. Reporting periods of ToNoWaste project.

The periodic report consists of two parts, the Technical Report and Financial Report.

The Technical Report is itself also divided in two parts, Parts A and B:

- Part A: contains the structured tables with project information (retrieved from the Grant Management System).
- Part B (the narrative part): mirrors the application form and requires the participants to report on differences (delays, work not implemented, new subcontracts, budget overruns etc.) It must be uploaded as a PDF document.

The Financial Report consists of the structured individual and consolidated Financial Statements (retrieved from the Grant Management System).

The technical report Part A and the financial report is generated automatically on the basis of the data in the Grant Management System; Part B needs to be prepared outside the tools (using the template downloaded from the system) and then uploaded as PDF (together with Annexes, if any).

All participants should contribute to the parts, but it is the Coordinator who will have to submit them as a single report.

Tasks of the Coordinator:

- Check that the Continuous Reporting Module is updated in time (before the Periodic Report is Locked for review)
- Check that all participants have submitted their Financial Statements (and CFS, if needed)
- Quality checks:
- Check that the Report is coherent and that information in Part A and B is consistent.
- Make sure that the template has been followed and all sections are completed and no annexes are missing.

The consortium has established a process for the preparation and submission of the periodic report (see Figure 2).

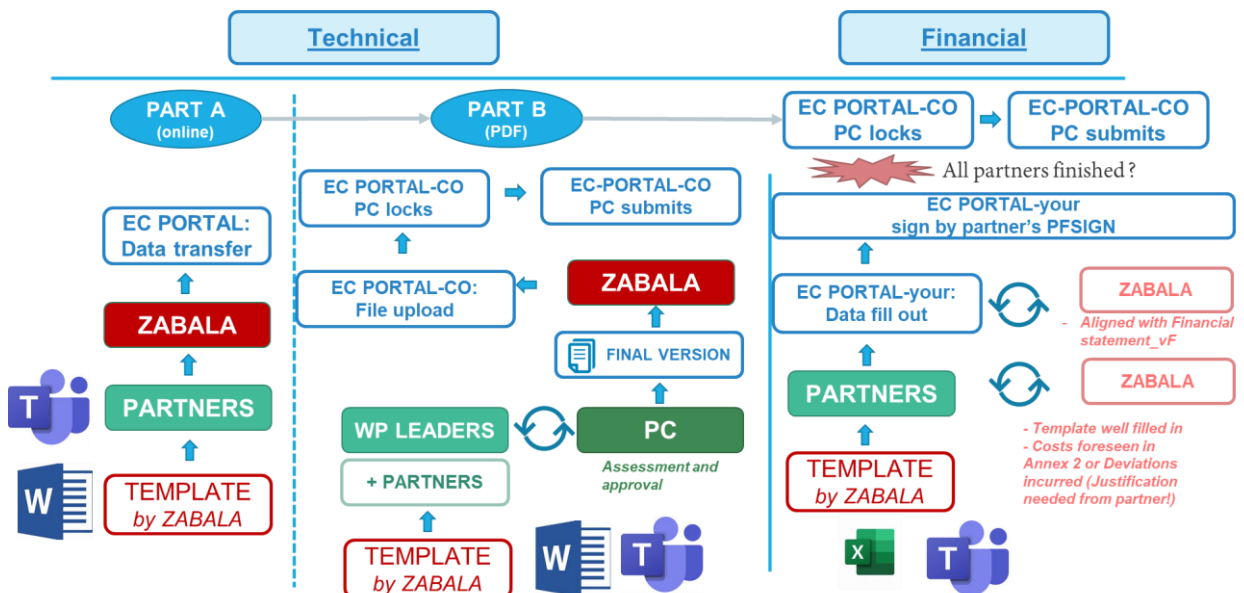


Figure 2. Periodic report preparation scheme.

As part of the continuous reporting, deliverables must be submitted according to the delivery time indicated in the GA. The consortium has established a general schedule to prepare and submit the deliverables on time (see Figure 3).

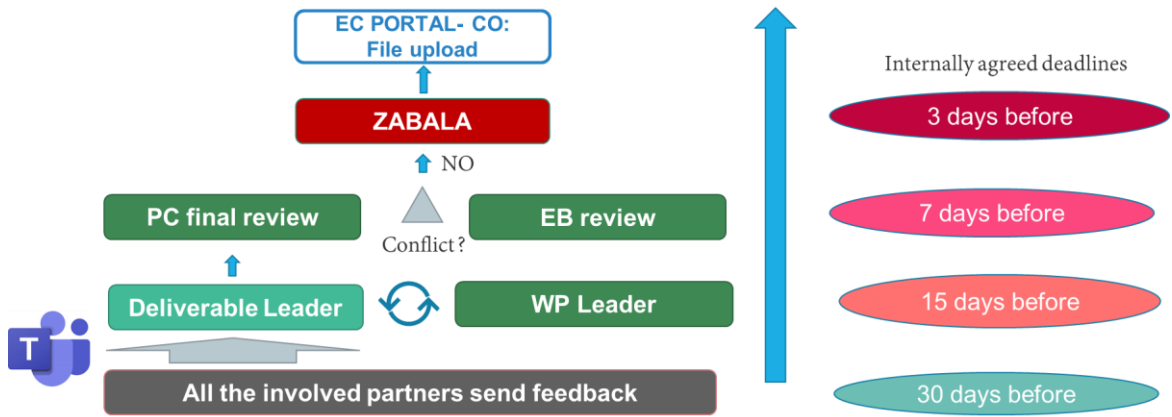


Figure 3. Deliverables preparation schedule.

4. Best practices for an efficient reporting

The references documents are the Grant Agreement and the Consortium Agreement.

The PROPOSAL is no longer valid, it was modified during the GAP, please use always as reference the GA (or latest Amendment) & CA.

4.1 Technical issues

- Report regularly the WP leader about the progress of the action.
- Maintain open and fluid communication between the different project leaders.
- Establish a regular schedule of meetings for the control and follow-up of actions.
- Establish flows between the different package leaders as well as between the members of each package with their leader, in a way that contributes to continuous feedback.
- Establish regular meetings with the project partners and translate the outcome of these meetings into minutes reflecting the agenda and the outcome of the issues discussed.
- Upload to the ToNoWaste Teams channel the minutes and documents that are generated throughout the development of the project.
- Ensure that all WP leaders meet monthly to share WPs progress. Meetings will take place every first Wednesday of the month.
- Report the conclusions of all scheduled workshops to WP leader.

4.2 Financial issues

Personnel costs

- Time worked for the beneficiary must be supported by declarations signed monthly by the person and their supervisor unless another reliable time-record system is in place.
- Actual personnel costs must be limited to salaries (including net payments during parental leave), social security contributions, taxes and other costs linked to the remuneration, if they arise from national law or the employment contract (or equivalent appointing act) and be calculated based on the costs actually incurred.
- Use the daily rate.
- 215 days (max. declarable day-equivalents)
- See more details about the calculation of the personnel costs in Annotated GA (AGA) section 2.1.4.

Actual costs

- Include the project acronym and code in all the offers and invoices
- Not foreseen subcontracting requires a contract amendment that will not be implemented by consortium except in cases of force majeure.

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- Best value for money applies to purchase costs and subcontracting.
- Avoid conflict of interest.
- Your national law and accounting principles also applies.
- Budget flexibility approach for minor deviations.

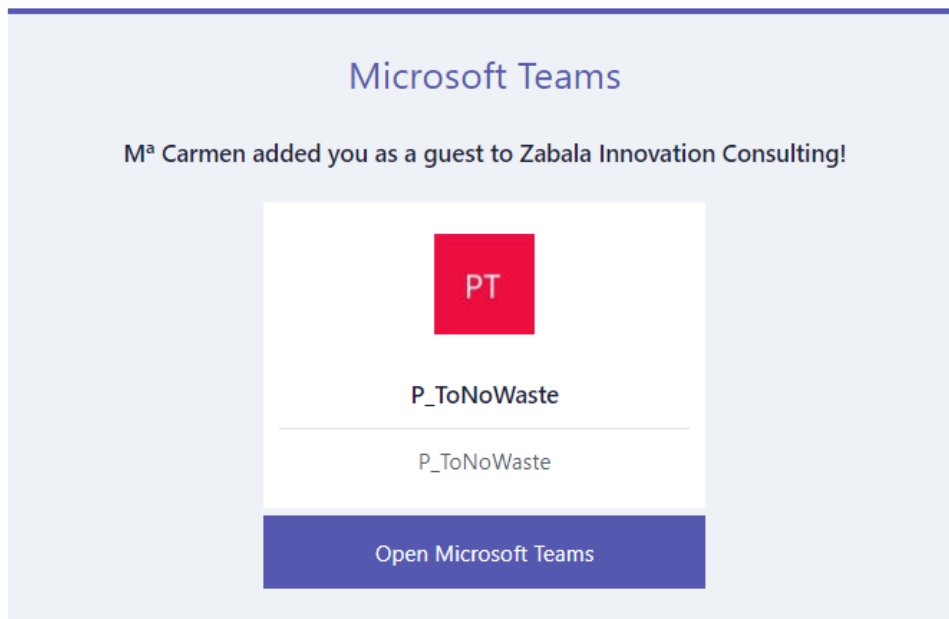
5. HOW TO guides (Teams/Participant portal)

. Project-specific Teams exist where information pertaining to the project is shared for day-to-day management.

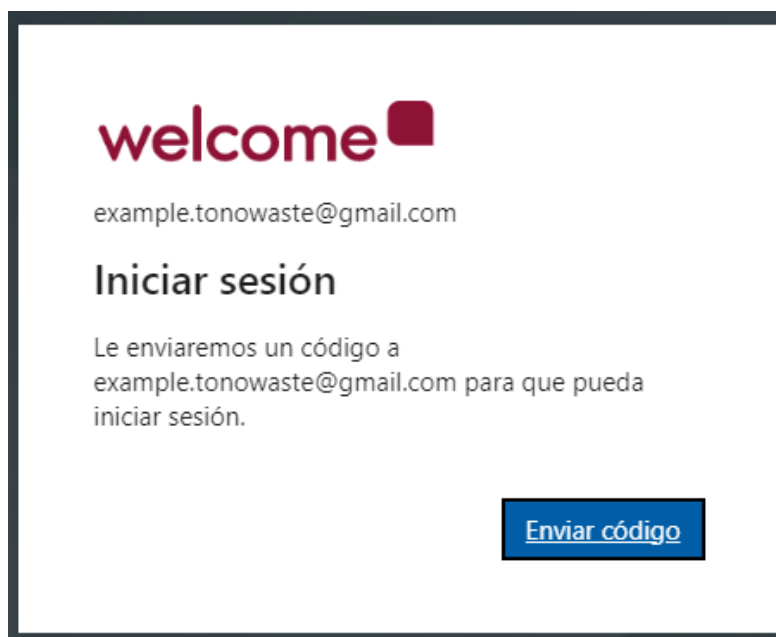
5.1 First access to the ToNoWaste Teams and Sharepoint

Steps to access of the ToNoWaste Team and sharepoint:

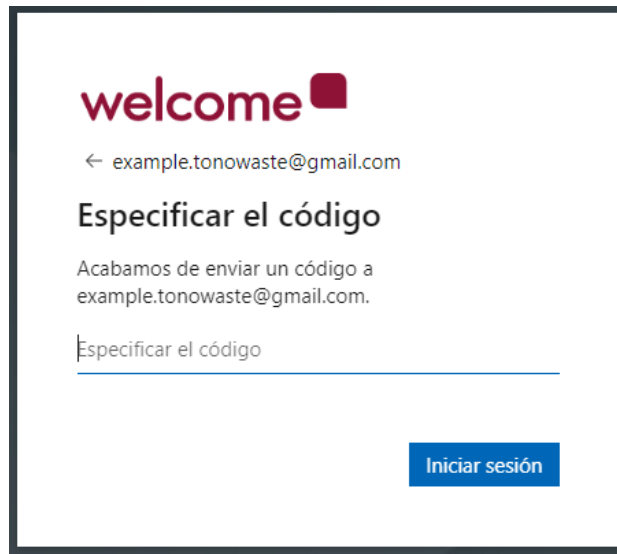
1. Once a member received the invitation to the Teams, an email from Microsoft Teams will be sent with the specific link:
2. Click on "Open Microsoft Teams".



3. Click on send code ("Enviar 11ódigo"). You will receive a code by email.



4. Enter your code and start session ("Iniciar sesión"):



welcome

← example.tonowaste@gmail.com

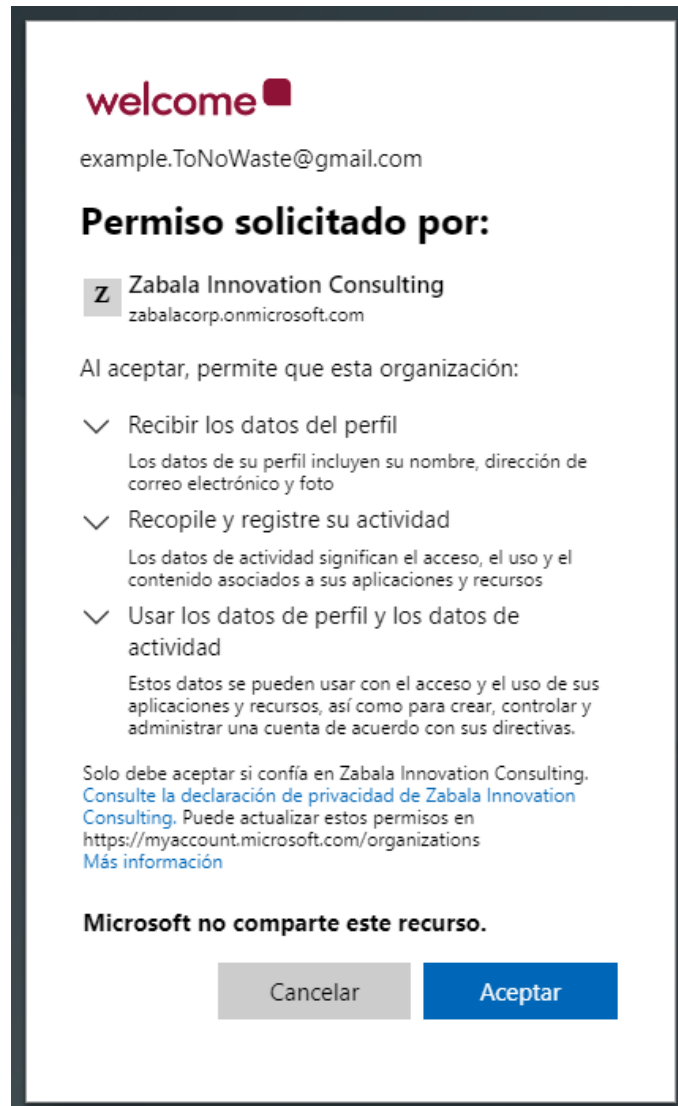
Especificar el código

Acabamos de enviar un código a example.tonowaste@gmail.com.

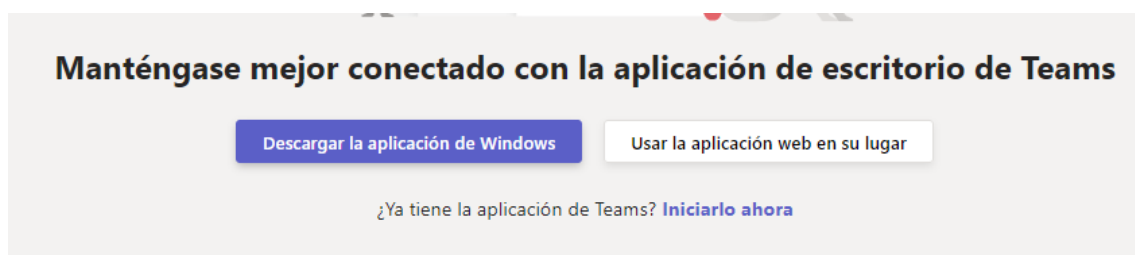
Especificar el código

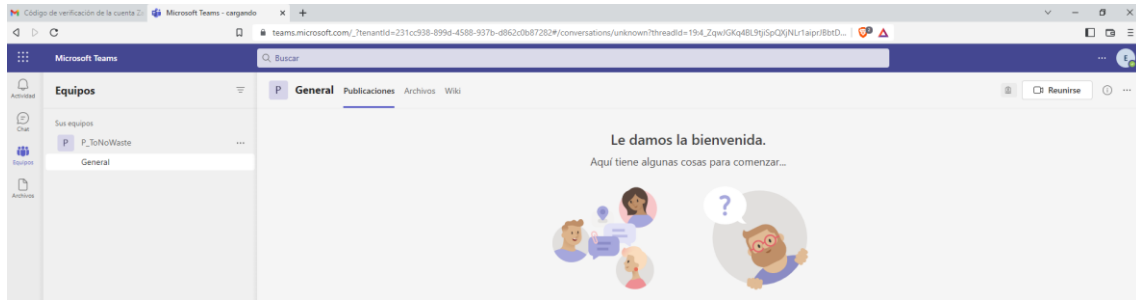
Iniciar sesión

5. Accept the permits:



6. You can use the web application or discharge the Windows application

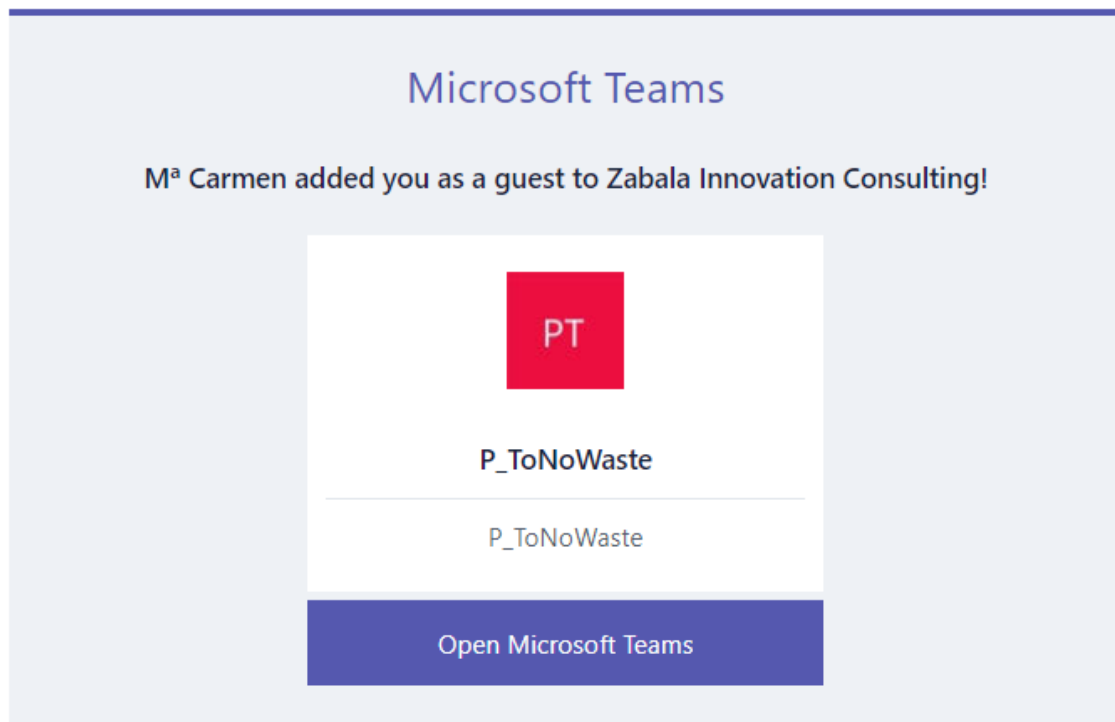




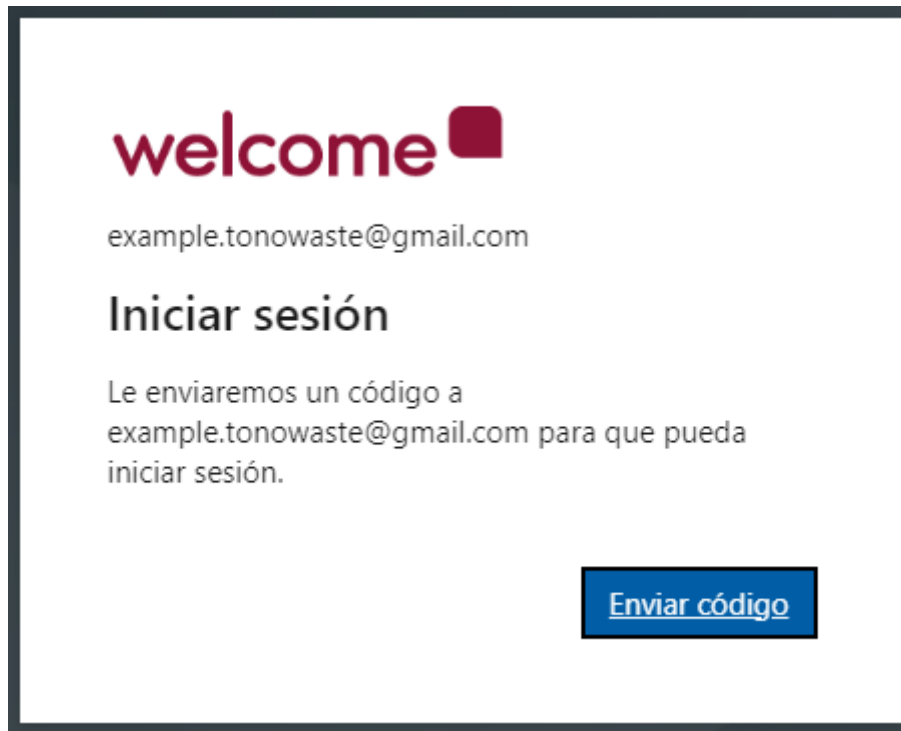
5.2 General access to the ToNoWaste Team and Sharepoint

Once a member has accessed the ToNoWaste Team for the first time, the following steps must be followed to access sharepoint and the ToNoWaste Team:

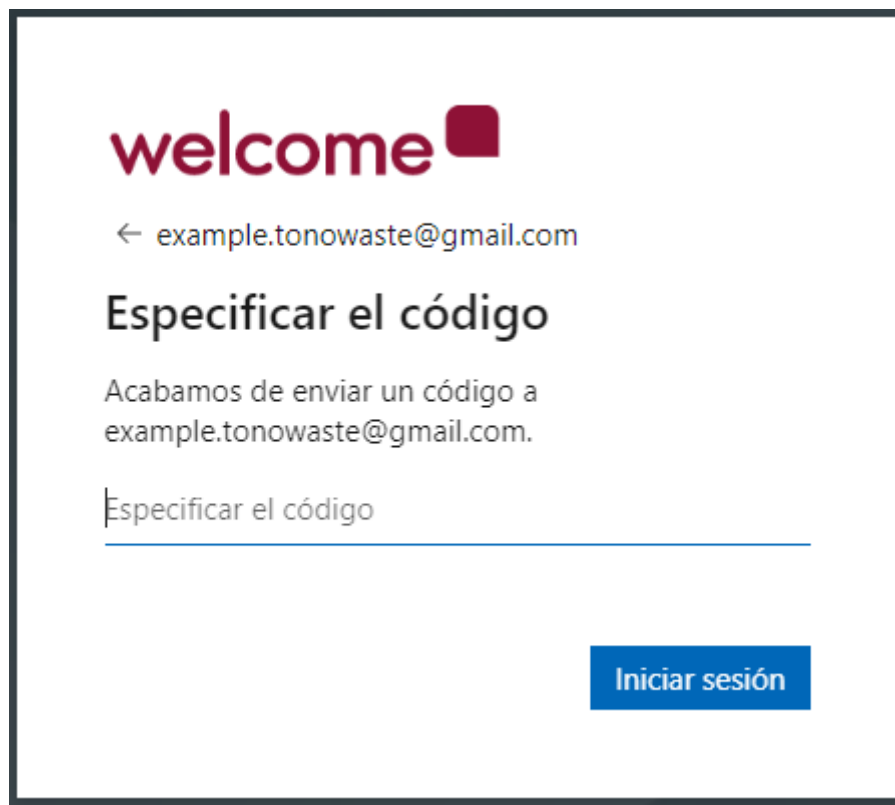
1. Click on “Open Microsoft Teams”



2. Click on send code (“Enviar código”).



3. You will receive an email with the verification code to access to the Team. This code only run for 30 minutes. Please, enter your code and start session ("Iniciar sesión"):



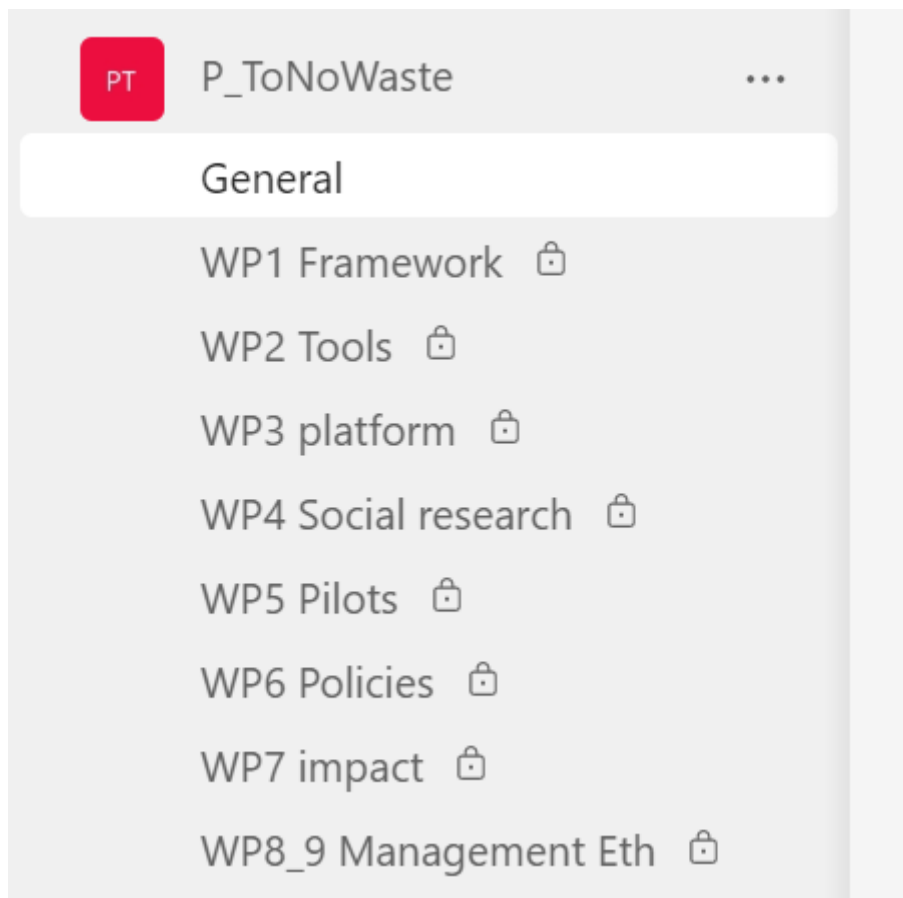
You will receive an email with the verification code to access to the Team. This code only lasts 30 minutes:



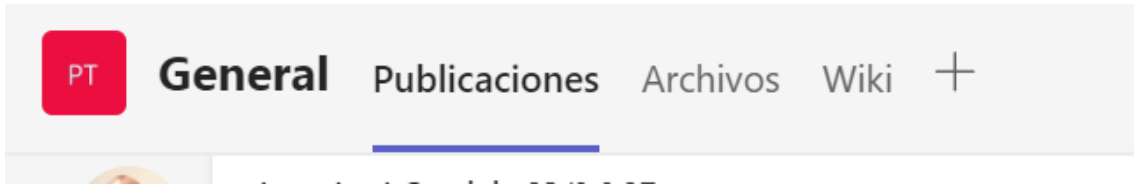
5.3 ToNoWaste Channels

The ToNoWaste Teams is structured in different channels:

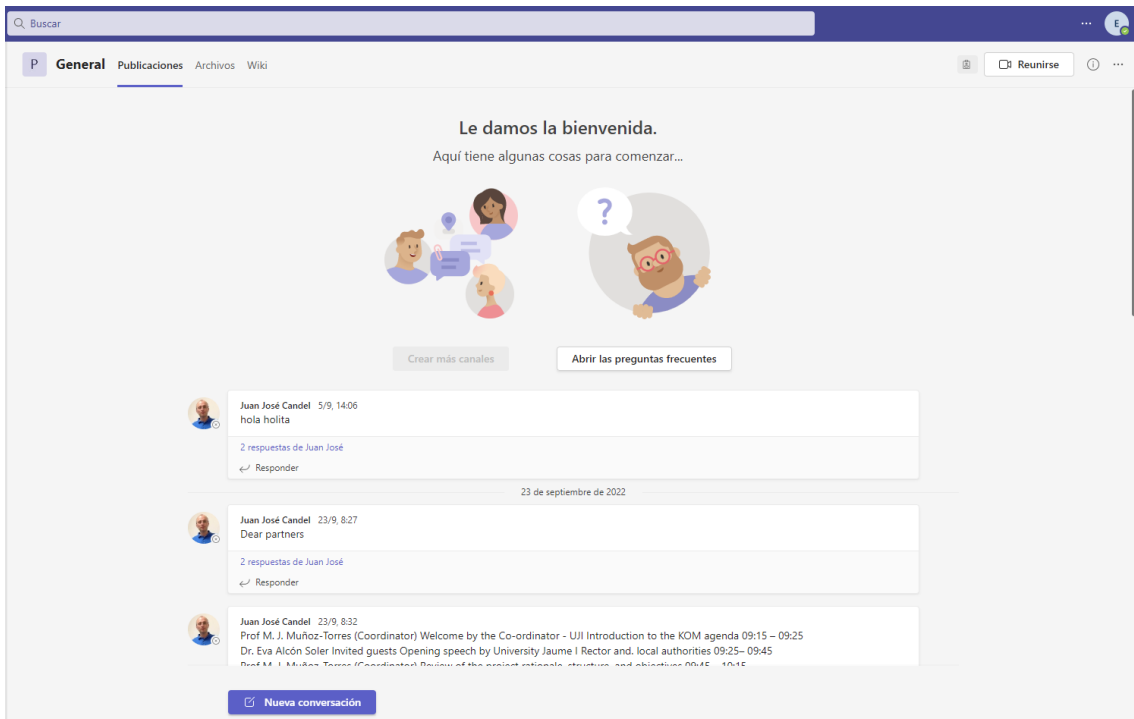
1. General
2. A channel per WP where the corresponding staff are invited.



Each channel has a chat (“Publicaciones”) an archive (“Archivos”) to upload working documents.



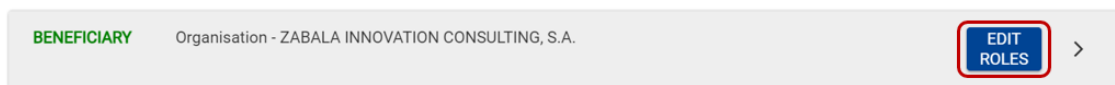
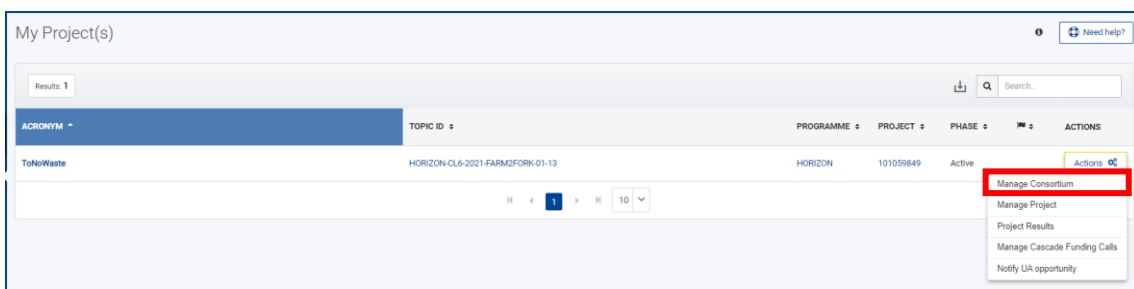
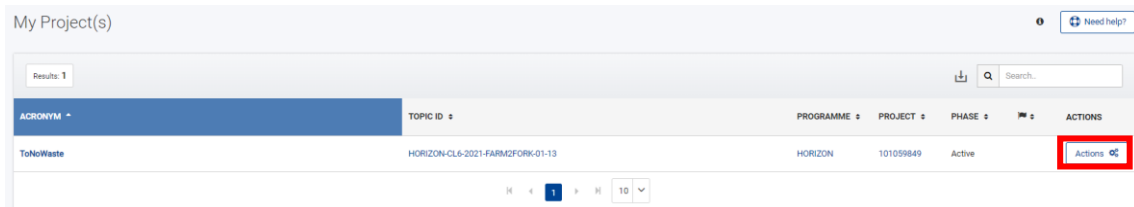
Chat (“Publicaciones”): you can write clicking on “Nueva conversación”:



5.4 Fundings and Tender portal (Project management)

5.4.1 Manage consortium

Project/contract roles — to grant/revoke, go to My Projects > Actions > Manage Consortium > Edit Roles.



Please enter the contact name and details

Role *

First Name *

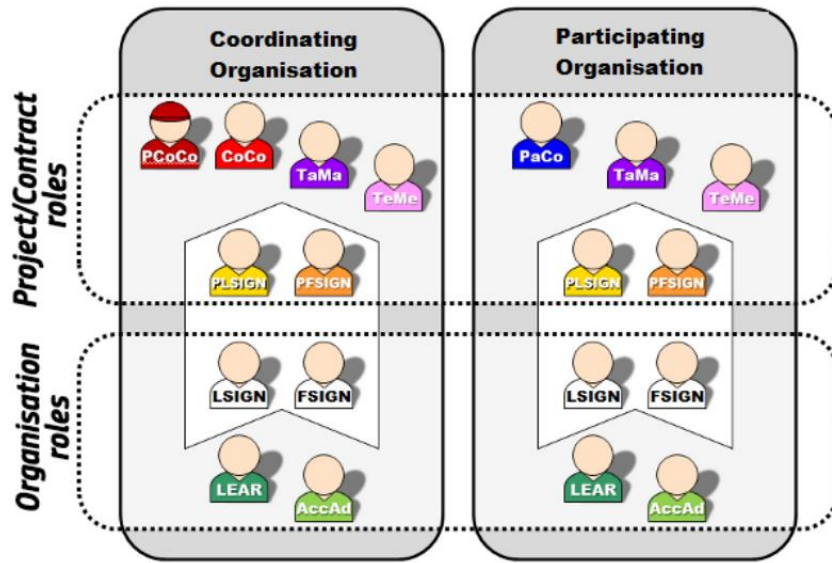
Last Name *

Email *

* required field

Ok Cancel

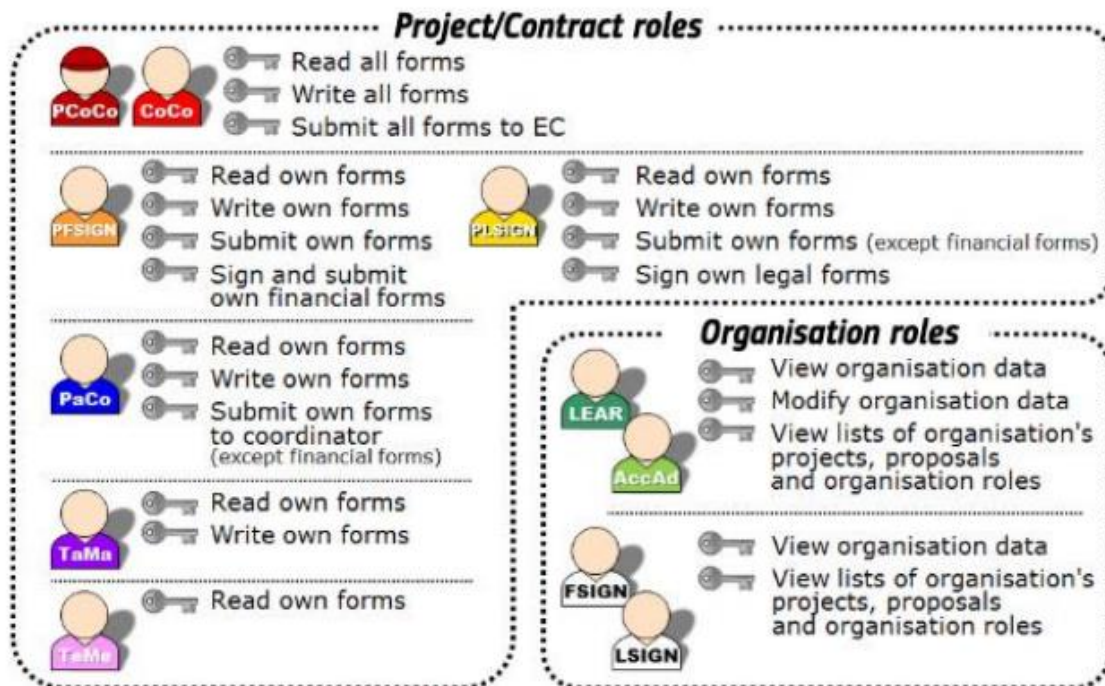
The figure below shows all the roles involved in managing organisations and projects/contracts in the Portal.



ORGANISATION ROLES

- Legal Entity Appointed Representative (LEAR)
- Account Administrator
- Legal Signatory (LSIGN)
- Financial Signatory (FSIGN)
- Primary Audit Contact (PAuCo) and Audit Contact (AuCo)

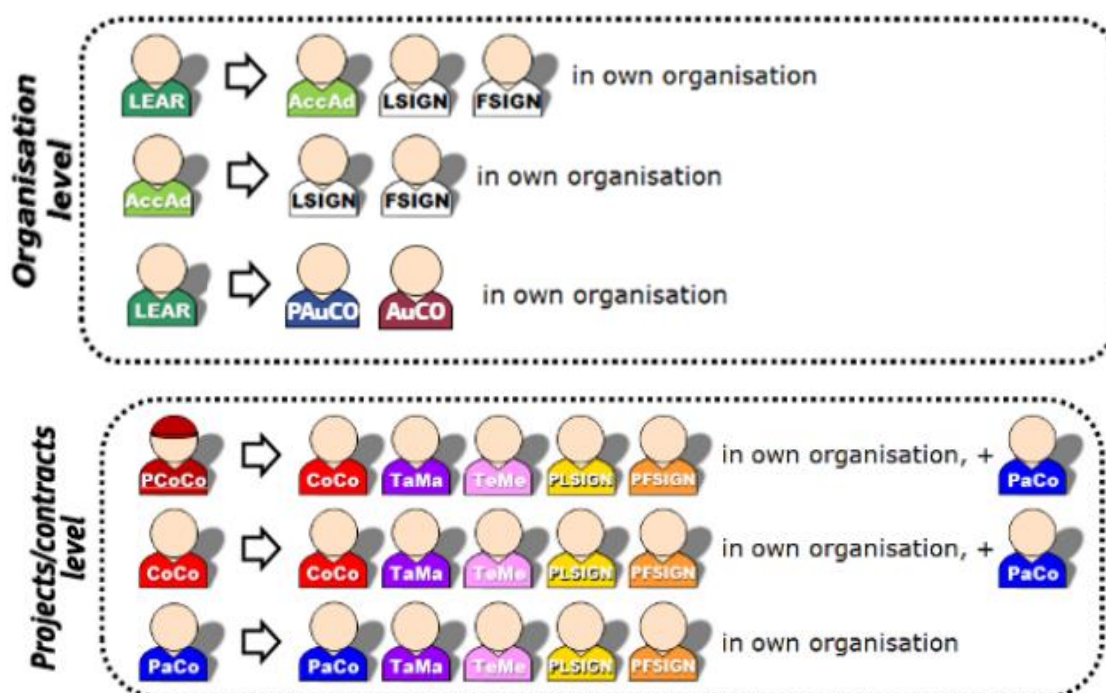
Rights associated with roles



PROJECT ROLES

- (Primary) Coordinator Contact (PCoCo/CoCo)
- Participant Contact (PaCo)
- Task Manager (TaMa)
- Team Member (TeMe)
- Project Legal Signatory (PLSIGN)
- Project Financial Signatory (PFSIGN)

Summary organisation roles



5.4.2 Manage project

There are two types of reporting in the Grant Management Services in the Funding & Tenders Portal:

- Continuous Reporting: available from the beginning of a project
- Periodic Reporting: available at the end of a reporting period

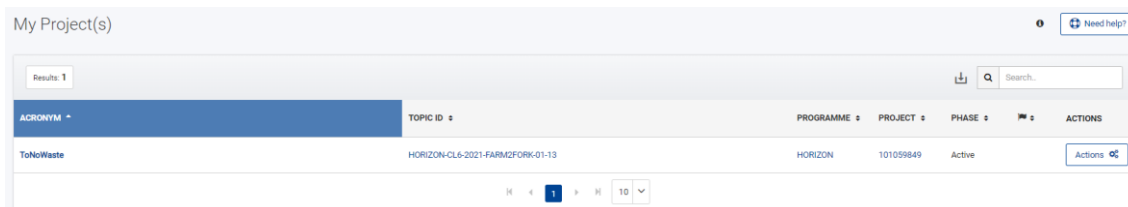
Continuous Reporting

During the project, you are expected to provide regular updates on the status of the project: the continuous reporting.

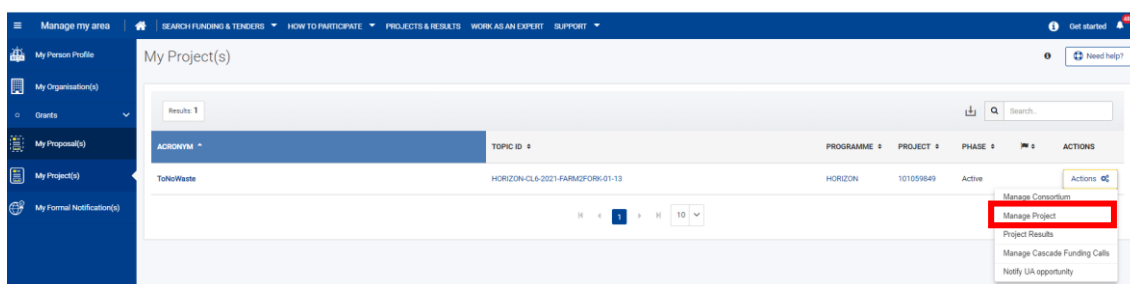
The continuous reporting includes:

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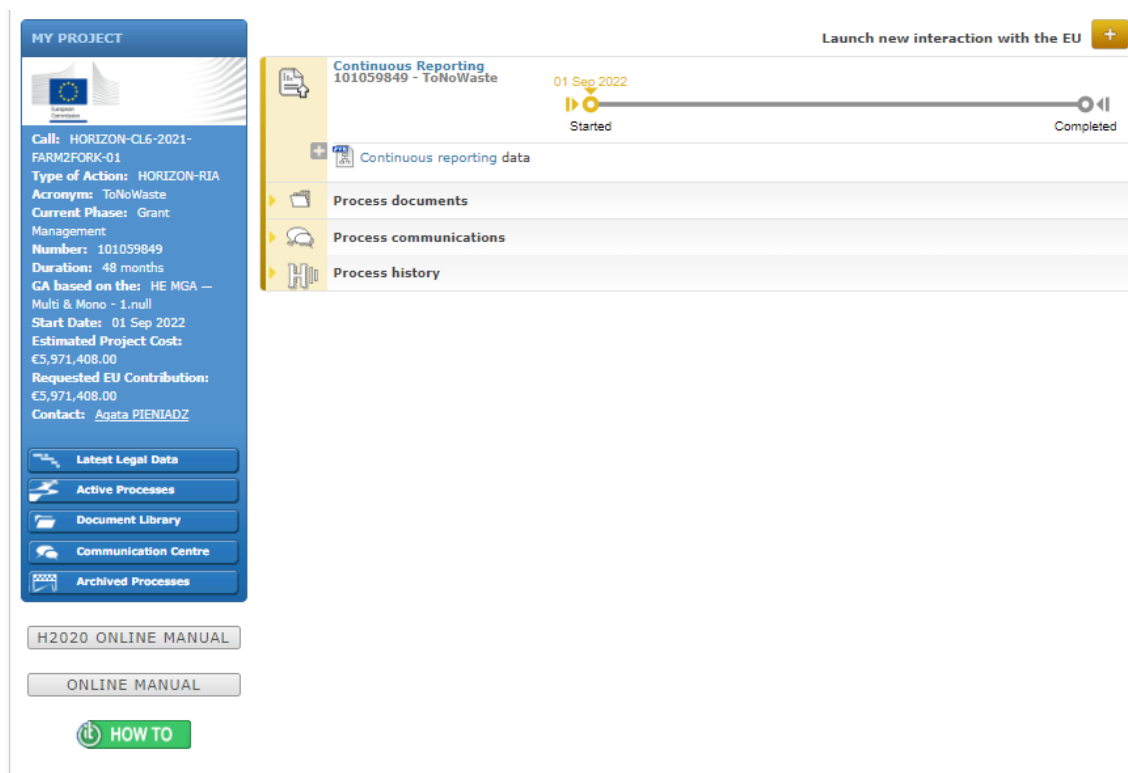
- progress in achieving milestones
- deliverables
- updates to the publishable summary
- response to critical risks, publications, communications activities, IPRs
- programme-specific monitoring information (if required).



The screenshot shows the 'My Project(s)' interface. At the top, there is a search bar and a 'Need help?' button. Below is a table with columns: ACRONYM, TOPIC ID, PROGRAMME, PROJECT, PHASE, and ACTIONS. The table contains one row for 'ToNoWaste' with the following details: TOPIC ID: HORIZON-CL6-2021-FARM2FORK-01-13, PROGRAMME: HORIZON, PROJECT: 101059849, PHASE: Active. There is an 'Actions' button next to the row.



This screenshot shows the 'My Project(s)' interface with a dropdown menu open under the 'Actions' column. The menu options are: Manage Consortiums, Manage Project (highlighted with a red box), Project Results, Manage Cascade Funding Calls, and Notify UA opportunity. The table below the menu shows the same project details as the previous screenshot.



The screenshot shows the 'MY PROJECT' detailed view. On the left, there is a sidebar with project details: Call: HORIZON-CL6-2021-FARM2FORK-01, Type of Action: HORIZON-RIA, Acronym: ToNoWaste, Current Phase: Grant Management, Number: 101059849, Duration: 48 months, CA based on the: HE MGA - Multi & Mono - 1.null, Start Date: 01 Sep 2022, Estimated Project Cost: €5,971,408.00, Requested EU Contribution: €5,971,408.00, Contact: Agata PIENIADZ. Below the sidebar are buttons for 'Latest Legal Data', 'Active Processes', 'Document Library', 'Communication Centre', and 'Archived Processes'. At the bottom of the sidebar are links for 'H2020 ONLINE MANUAL', 'ONLINE MANUAL', and 'HOW TO'. The main content area shows a progress bar for 'Continuous Reporting 101059849 - ToNoWaste' starting on '01 Sep 2022' and reaching 'Completed'. Below the progress bar are sections for 'Continuous reporting data', 'Process documents', 'Process communications', and 'Process history'. A button 'Launch new interaction with the EU' is visible in the top right corner.

At the beginning of the project, you will receive a notification (+ link) that the Continuous Reporting Module is activated and that you can contribute to it on an ongoing basis.

- Summary for publication
- Deliverables



D8.1. ToNoWaste internal management procedures

- Milestones
- Critical Risks
- Publications
- Dissemination and communication activities
- Patents
- Innovation
- SME Impact
- Gender
- Other



Project reporting process

The periodic reporting process consists of several phases:

- Step 1: All beneficiaries receive a notification and log on to the Funding & Tenders Portal
- Step 2: All beneficiaries complete their own Financial Part (Financial Statement) and their contribution to the Technical Part of the Periodic Report. Beneficiaries e-sign and submit their Financial Parts to the Coordinator
 - A. Completing your Financial Part
 - B. Completing your contribution to the Technical Part of the Periodic Report
- Step 3: The Coordinator approves the elements of the Periodic Report & submits to the EU
- Step 4: The EU reviews the submitted Periodic Report and accepts, requests additional information, or rejects it
- Step 5a: The Coordinator does not agree with the content of the Payment Letter and uploads observations
- Step 5b: The Coordinator agrees with the content of the Payment Letter and closes the process without observations

5.4.3 Document library

MY PROJECT

Call: HORIZON-CL6-2021-FARM2FORK-01
 Type of Action: HORIZON-RIA
 Acronym: ToNoWaste
 Current Phase: Grant Management
 Number: 101059849
 Duration: 48 months
 GA based on the: HE MGA — Multi & Mono - 1.null
 Start Date: 01 Sep 2022
 Estimated Project Cost: €5,971,408.00
 Requested EU Contribution: €5,971,408.00
 Contact: [Agata PIENIADZ](#)

Latest Legal Data
 Active Processes
Document Library
 Communication Centre
 Archived Processes

Launch new interaction with the EU +

Continuous Reporting
101059849 - ToNoWaste

01 Sep 2022

Started Completed

▶

Continuous reporting data

Process documents

Process communications

Process history

	Order by		Select	
	Process	Date	All	Essentials
		Documents	<input type="checkbox"/> Show draft <input type="checkbox"/> Show obsolete <input checked="" type="checkbox"/> Expand All <input checked="" type="checkbox"/> Collapse All	
October 2021		▶ Proposal (1)		
February 2022		▶ Ethics Appraisal Report (1) ▶ Evaluation Result Letter (1) ▶ Evaluation Summary (1) ▶ Grant Agreement (1) ▶ Grant Declaration (1)		
August 2022		▶ Prefinancing (1)		

Date	Order by		Select	
	Process	Date	All	Essentials
			<input type="checkbox"/> Show draft <input type="checkbox"/> Show obsolete Expand All Collapse All	
October 2021	Documents		<input type="text" value="Search..."/> <input type="submit" value="Q"/>	
	▼ Proposal (1)			
		PROPOSAL_101059849-ToNoWaste-HORIZON-CL6-2021-FARM2FORK-01	04 Oct 2021	
February 2022	▼ Ethics Appraisal Report (1)			
		101059849_ToNoWaste_EthSR	08 Feb 2022	
	▼ Evaluation Result Letter (1)			
		Evaluation Result Letter-101059849-ToNoWaste	04 Feb 2022	
	▼ Evaluation Summary (1)			
		101059849_ToNoWaste_ESR	02 Feb 2022	
	▼ Grant Agreement (1)			
		Grant Agreement-101059849-ToNoWaste	04 Feb 2022	
	▼ Grant Declaration (1)			
		GA Declaration - GAP-101059849 - 996410094	04 Feb 2022	
August 2022	▼ Prefinancing (1)			
		Pre-financing Payment Letter	23 Aug 2022	

6. Minutes of the Kick Off Meeting

During the KoM, the European project ToNoWaste was presented by the coordinator M^a Jesús Muñoz and the sister project CHORIZO. During the KoM, key messages on management, policy and research aspects were given to the project participants by the project leader, DG SANTE and JRC representatives. In addition, two technical and one administrative working sessions were held. In each of these sessions, the WP leaders presented the structure, task and timetable of the different WPs. During these sessions, the project logo and also a first draft of the ToNoWaste website were presented.

At the same time, a vote was held to agree on the composition of the Executive Board. This composition was voted and agreed unanimously.

During the KoM a candidate to act as ToNoWaste Ethical Advisor was also presented and accepted.

The following section presents the agenda of the Kick off meeting held on 5 and 6 October 2022:

Kick-off Meeting Agenda

Leaders	Agenda item	Time
Castelló - Wednesday, 2022 October 5th		
PART 1	INTRODUCTION	08:45 - 10:45
All the attendants	Registration	08:45 – 09:15
Dr. Margarita Vergara Monedero	Welcome by the University Jaume I Deputy Vicerector for Research	09:15
Prof M. J. Muñoz-Torres (Coordinator)	Introduction to the KOM agenda	09:15 – 09:25
Dr. Margarita Vergara Monedero	Opening speech by University Jaume I Deputy Vicerector for Research	09:25– 09:45
Prof M. J. Muñoz-Torres (Coordinator)	Review of the project rationale, structure, and objectives	09:45 – 10:15
	COFFEE BREAK	10:15 - 10:45
All the partners	Brief presentations (Max. 2 min.) of project partners: name, institution, role in the project.	10:15 - 11:30
COOPMANS Isabeau PIENIADZ Agata SALAME Linda GARCIA-HERRERO Laura	Short presentation about the sister project CHORIZO EC's Project Officer – online EC, RTD – online JRC – online	11:30 - 12:15
All the partners	Voting of the ToNoWaste executive board Opening of the first assembly	12:30 -13:00
	TIME FOR LUNCH	13:00 – 14:30

Castelló - Wednesday, 2022 October 5 th		
PART 2	TECHNICAL SESSION	14:30 - 16:30
Led by each WP Leader or substitute (15 min each) <i>WP1 Collaborative investigation of new decision-making framework</i> <i>WP2 Development of new impact measurement system and ICT tools</i> <i>WP3 Technical development of decision support open access platform</i>	Review of WP1 (J.M. Rivera) – WP2 (I. Ferrero) – WP3 (A. Alonso) workplan and task assignment (30 min each): <ul style="list-style-type: none"> – Presentation of Work Packages and Tasks – Discussion and fine tuning – Preliminary job list for the first 12 months 	14:30 – 16:00
Technical discussion	Technical questions, relation between WPs...	16:00 – 16:30
PART 3	ADMINISTRATIVE SESSION	16:30 – 17:30
Administrative issues (UJI + Zabala) <i>WP8 Project management</i>	WP8 (M.J. Muñoz & M. Leon) - Consortium agreement implementation & Project management key issues. Grant agreement implementation: administrative and financial issues (e.g. audit requirements, timesheets, calculation of hourly rates, etc.) Questions	16:30 – 17:30
TIME FOR DINNER		20:00

Castelló - Thursday, 2022 October 6 th		
PART 4	TECHNICAL SESSION II	09:00 – 13:45
Led by each WP Leader or substitute (15 min each) <i>WP4 Social research to foster changes in consumer behaviour</i>	Review of WP4 (B. Piqueras) – WP5 (M. Sotoudeh) – WP6 (J. Mähönen) workplan and task assignment (30 min each): <ul style="list-style-type: none"> – Presentation of Work Packages and Tasks – Discussion and fine tuning 	09:00 – 10:30

<i>and business practices</i> <i>WP5 Validation of results and search for synergies in relevant environment</i> <i>WP6 Cocreation of new policies and guidelines for fostering the change</i>	<ul style="list-style-type: none"> – Preliminary job list for the first 12 months 	
Technical discussion	Technical questions, relation between WPs...	10:30 – 11:00
COFFE BREAK		11:00 - 11:15
Led by each WP Leader or substitute (15 min each) <i>WP7 Impact maximisation</i> <i>WP9 Ethics requirements</i>	Review of WP7 (J. Candel) – WP9 (M.J. Muñoz) workplan and task assignment (30 min each): <ul style="list-style-type: none"> – Presentation of Work Packages and Tasks – Discussion and fine tuning – Preliminary job list for the first 12 months 	11:15-12:15
Technical discussion	Technical questions, relation between WPs...	12:15 – 12:45
All the partners	Tentative proposals for the Advisory board	12:45 – 13:15
PART 5	CLOSURE OF THE MEETING	13:15 – 13:45
Coordinator	Conclusions and reminder of specific actions for the period Date/Place for the next meeting	13:15 - 13:45
TIME FOR LUNCH		14:00

In relation to the presentations made by each of the ToNoWaste project working package leaders during the KOM and the other partners, they will be available internally only.

7. Annex 1. Templates for minutes

The minutes' template is available internally within the virtual folder "minutes" of work packages 8 and 9.