



Towards large-scale adaptation and tailored implementation of evidence-based primary cancer prevention programmes in Europe and beyond (PIECES)

Project Number: 101104390

Project Acronym: PIECES

Call: HORIZON-MISS-2022-CANCER-0

Deliverable: Project Management Handbook

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List of Abbreviations

Abbreviation	Definition
Beneficiary or Participant	A signatory to the Contract with full responsibility for the Project. See Contract for further details. Beneficiaries are identified in the Contract with the EC.
Consortium	The Beneficiaries carrying out the PIECES project.
Contract	The EC Grant Agreement, number 101104390, and all its annexes.
CA	Consortium Agreement
FS	Financial Statement
D	Deliverable
EBP	Evidence-Based Programmes
GA	Grant Agreement
DoA	Description of the action (Annex 1 to the GA)
PCP	Primary Cancer Prevention
PCP-IT	Primary Cancer Prevention Implementation Toolkit
CT	Coordination Team
PM	Project Management/Manager
PQP	Project Quality Plan
PSC	Project Steering Committee
PO	Project Officer
SC	Scientific Committee
WP	Work Package
T	Task (WP are split into tasks)





Table of Contents

1	Introduction	5
1.1	The PIECES Project	5
1.2	Purpose of the Project Management Handbook.....	6
2	Overview of the project	7
2.1	Project Identification	7
2.2	The PIECES Consortium.....	7
2.3	Project presentation	9
2.4	The PIECES workplan	11
2.5	The PIECES timeline: phases and work packages	17
2.6	Staff resources	20
3	PIECES Management and coordinator structure.....	21
3.1	Project coordinator and Scientific coordinator	21
3.2	Coordination Team (CT).....	22
3.3	Work Package Leaders	23
3.4	Steering Committee (SC).....	24
3.5	Advisory Board (AB)	24
3.6	Contact with the European Commission	24
4	Communication tools and procedures	25
4.1	PIECES online repository.....	25
4.2	Email and distribution lists.....	26
4.3	PIECES website	26
4.4	Virtual Meetings.....	27
4.5	PIECES Consortium Meetings.....	27





5	Quality control and assurance	29
5.1	Document templates	29
5.2	Naming conventions and versioning	30
5.3	Production of deliverables	30
5.4	Deliverable Review Process	30
5.5	Risk management.....	31
6	Reporting.....	32
6.1	Reference documents	32
6.2	Reporting periods	32
6.3	Reports.....	33
6.4	Information required from partners.....	34
6.5	Recording of daily individual working hours	34
6.6	Financial flow	34
Appendix A:	Deliverables	36
A.1	Official Deliverables list	36
A.2	Official Deliverables list -1st reporting period (M1- M18)	37
A.3	Official Deliverables list - 2nd reporting period (M19-M36).....	38
A.4	Official Deliverables list 3rd reporting period (M37-M48).....	39
Appendix B:	Contact list of PIECES.....	40





List of Figures

Figure 1. Mapping of PIECES Partners5

Figure 2. PIECES Consortium partners’ Logos8

Figure 3. List of Beneficiaries as in the DoA.....8

Figure 4. PIECES Implementation Sites 10

Figure 5. PIECES Work Packages 11

Figure 6. PIECES Deliverables Calendar 17

Figure 7. PIECES Pert Chart 18

Figure 8. PIECES Gantt Chart..... 19

Figure 9. PIECES governance structure 21

Figure 10. Preview of the PIECES Sharepoint 25

Figure 11. Preview of the PIECES Website..... 27

Figure 12. Preview of the PIECES Deliverable template 29

Figure 13. PIECES Reporting Periods..... 32

1 INTRODUCTION

1.1 The PIECES Project

The PIECES project focuses on adapting and implementing evidence-based primary cancer prevention (PCP) programmes to enhance their application in real-world settings. By improving implementation processes and outcomes, the project aims to increase the reach and effectiveness of prevention programmes targeting modifiable risk factors linked to cancer incidence. These include smoking, second-hand smoke exposure, alcohol use, low physical activity, HPV infections, sun exposure, and diet. Unlike testing programme effectiveness, PIECES emphasizes the design and evaluation of implementation strategies.

The project seeks to create a comprehensive methodological framework for systematically identifying, selecting, and tailoring PCP programmes. This framework will address local barriers to implementation and sustainability by providing an integrated toolkit, which will serve as a resource for evidence-informed programme selection, adaptation, and implementation.



Figure 1. Mapping of PIECES Partners

The project builds upon a large international partnership formed by **15 organizations from 10 countries** in a true multidisciplinary international collaboration that brings together key experts in cancer prevention, health promotion and behavioural sciences, health innovation and implementation science.

1.2 Purpose of the Project Management Handbook

Such an ambitious project needs a well-organised management structure and effective communication channels among partners to favour collaborative work. The Handbook pretends to be one of the tools to facilitate it.

Having this in mind, the purpose of this Project Handbook is twofold:

First, to provide the Consortium with an agile and brief document giving a short and clear picture of the work to be done in the PIECES project, such as objectives, timing and tasks, expected results and financial flow.

Second, it is intended to be a practical daily tool for management directed to all partners, to provide them with a reference for everyday work: operational procedures, methodology, core steps, deadlines and financial monitoring.



2 OVERVIEW OF THE PROJECT

2.1 Project Identification

Project Name:	Towards large-scale adaptation and tailored implementation of evidence-based primary cancer prevention programmes in Europe and beyond
Project Acronym:	PIECES
Grant Agreement:	101104390
Call:	HORIZON-MISS-2022-CANCER-0
Project Coordinator:	Institut Català d'Oncologia (ICO)
Project start date:	1 st June 2023
Project end date:	31 st May 2027
Project duration:	48 months
Size of the project:	1236,40 person/months Budget: 6.930.111,25€

2.2 The PIECES Consortium

The PIECES consortium consists of 15 partners and it is thoroughly composed to include the necessary knowledge, expertise and resources necessary to carry out the tasks needed for obtaining the ambitious goals of the project and produce the expected impact.





Figure 2. PIECES Consortium partners' Logos

Below all the partners are listed, indicating for each of them full name, short name, and country.

Num	Name	Short Name	Country
1	Institut Català d'Oncologia	ICO	Spain
1,1	Fundació Institut d'Investigació Biomèdica de Bellvitge	IDIBELL	Spain
2	Dreamedsoft Solutions S.L.	DSOFT	Spain
3	Amsterdam University Medical Center	AUMC	Netherlands
4	Stichting Trimbos- instituut, Netherlands institute of mental health and addiction	TRIMBOS	Netherlands
5	Universiteti i Mjekesise Tirane	UMT	Albania
6	Istituto per lo studio, la prevenzione e la rete oncologica	ISPRO	Italy
7	State Institution Public Health Center of the Ministry of Health of Ukraine	UPHC	Ukraine
8	Association Europeenne des Ligues Contre le Cancer	ECL	Belgium
9	Helse Bergen HF	HBE/HUS	Norway
10	Medizinische Hochschule Hannover	MHH	Germany
11	German Cancer Research Center	DKFZ	Germany
12	German Network for Tobacco Free Healthcare Services	DNRfK	Germany
13	The University of Queensland	UQ	Australia
14	The University of Stirling	USTIRLING	United Kingdom

Figure 3. List of Beneficiaries as in the DoA



The 15 partners are distributed to cover the four components key to the success of a project with this size and ambition:

- strong research competences: the research team comprise the world leading institutions and individuals in implementation science, health promotion and behavioural science, and eHealth
- implementation into real life settings: the implementation sites will provide the necessary test beds for the tailored adaptation and implementation strategies, and will take ambitious steps towards large-scale implementation of PCP programmes.
- experienced project management and collaboration, as well as dissemination and communication. The team includes organisations and individuals with not only extensive experience, but also significantly successful track records of project management at a European level for several years, and long term relation, that can, also, ensure a high level of visibility, dissemination and scaling of results to communities and stakeholders outside of the consortium
- specialized in knowledge transfer between higher, middle, and lower income countries.

2.3 Project presentation

The main purpose of the PIECES project is to adapt and implement existing evidence-based programmes to improve implementation outcomes and by that, improve reach and effectiveness of primary prevention programmes in real-world settings. We will address a wide range of risk factors and focus on the specific behaviour change mechanisms that promote healthy behaviours associated with a reduction of cancer incidence among the European Union (EU) population and beyond. The main modifiable risk factors that we are aiming to tackle in the project include: 1) Tobacco smoking and exposure to second-hand smoke, 2) Alcohol consumption, 3) Poor physical activity, 4) HPV Infection, 5) Sun exposure, and 6) Diet. We will not test PCP programmes for their effectiveness; the focus is on implementation processes and outcomes.

The toolkit (PCP-IT) will be tested in a variety of implementation sites throughout Europe. The PCP-IT will be the tool for data-driven evaluation of the implementation projects in terms of key performance indicators for process, effectiveness, and efficiency outcomes. The pilots will run in eight different countries.



Figure 4. PIECES Implementation Sites

PIECES is aimed at developing, testing, and disseminating a generic methodological framework that provides a systematic process and facilitates evidence-informed (1) identification, selection, and adaption of individual, organizational or health policy level PCP programmes, and (2) develop evidence-informed implementation strategies that are tailored to address local barriers to effectively implement and sustain these programmes into real-world practice. The lack of a standardised and proven framework has been described as one of the main reasons for the variability in outcomes of past implementation initiatives. To do so, PIECES will provide a generic integrated implementation toolkit for PCP programmes enabling structured identification of evidence-based programmes, tailoring and implementation processes, with specific guidance on how to customise interventions to local barriers and implementation factors.

2.4 The PIECES workplan

The project has been broken down into nine Work Packages that are listed in the following table

WP No	Work Package name	Lead Beneficiary	Effort (person-months)	Start Month	End Month
WP1	Identify, Map & Appraise	6-ISPRO	157.10	1	48
WP2	Adaption, Tailoring & Execution	3-AUMC	174.10	1	42
WP3	PCP-IT: Primary Cancer Prevention Implementation Toolkit	1.1-IDIBELL	113.10	1	48
WP4	Evaluation & Validation of PCP-IT	3-AUMC	223.00	1	48
WP5	Stakeholder and expert participation	14-USTIRLING	178.10	1	48
WP6	Policy-level recommendations and sustainability	8-ECL	129.30	24	48
WP7	Project management, dissemination and exploitation	1-ICO	261.70	1	48
WP8	Ethics Requirements	1-ICO	0	1	48

Figure 5. PIECES Work Packages

Each WP is broken down in tasks and each task is assigned to a leading institution. A full description of the work packages and tasks comprising the project is set out in Description of Action, Annex I of the Grant Agreement. For each work package, the tasks and deliverables are identified below.



WP1 – Identify, Map & Appraise (ISPRO)

Tasks:

- T1.1 Taxonomy structure (TRIMBOS)
- T1.2 Identify primary cancer prevention programmes (ISPRO)
- T1.3 Mapping & Appraisal (ISPRO)
- T1.4 Decision to implement (ISPRO)

Deliverables:

- D1.1 Taxonomy structure
- D1.2 Repository of evidence-based primary prevention programmes
- D1.3 Mapped and appraised programmes

WP2 - Adaption, Tailoring & Execution (AUMC)

Tasks:

- T2.1 Developing work process and methods for adaption (AUMC)
- T2.2 Implementation sites: adapt prevention programmes (ICO)
- T2.3 Understanding determinants of practice for primary prevention of cancer (HBE/HUS)
- T2.4 Develop methodology and tools for tailoring (AUMC)
- T2.5 ItFits-toolkit localisation and adaptations (AUMC)
- T2.6 Implementation sites: tailored implementation strategies (AUMC)
- T2.7 Implementation sites: execution (IDIBELL)

Deliverables:

- D2.1 Methods for adaption
- D2.2 Repository of implementation determinants
- D2.3 Adapted programmes



- D2.4 Tailored implementation toolkit (ItFits-toolkit)

WP3 - PCP-IT: Primary Cancer Prevention Implementation Toolkit (IDIBELL)

Tasks:

- T3.1 Functional specifications and requirements (IDIBELL)
- T3.2 UI/UX iterative co-design process and testing (DSOFT)
- T3.3 PCP-IT platform provision (DSOFT)
- T3.4 Platform laboratory testing, training materials and operation support (IDIBELL)

Deliverables:

- D3.1 Functional specifications and requirements
- D3.2 UI/UX implementation requirements
- D3.3 Integrated Implementation Framework platform provision
- D3.4 Integrated Implementation Framework platform training materials
- D3.5 Final report on Implementation Sites technical operations

WP4 - Evaluation & Validation of PCP-IT (AUMC)

Tasks:

- T4.1 Study protocol (AUMC)
- T4.2 Data management and infrastructure (AUMC)
- T4.3 Study protocol localisation, ethical considerations and privacy regulations (AUMC)
- T4.4 Study coordination: quality control and adherence to study targets (TRIMBOS)
- T4.5 Perform data analyses and issue study reports (AUMC)

**Deliverables:**

- D4.1 Study protocol
- D4.2 Central data management system
- D4.3 Implementation Sites study protocol localisation
- D4.4 Interim report on study operation
- D4.5 Interim analysis report
- D4.6 Final report on study operation
- D4.7 Final analysis report

WP5 - Stakeholder and expert participation (USTIRLING)**Tasks:**

- T5.1 Stakeholder mapping (USTIRLING)
- T5.2 Advisory Board constitution and meetings (ICO)
- T5.3 Management and facilitation of stakeholder consultations (USTIRLING)
- T5.4 Management of stakeholder input (USTIRLING)

Deliverables:

- D5.1 Stakeholder mapping
- D5.2 Advisory Board Terms of Reference
- D5.3 Final report on stakeholder and Advisory Board activities

WP6 - Policy-level recommendations and sustainability (ECL)**Tasks:**

- T6.1 Policy-level recommendations (ECL)
- T6.2 Policy-level event at the EU Parliament (ECL)



- T6.3 Beyond PIECES: development of future deployment (ICO)

Deliverables:

- D6.1 Policy-level recommendations
- D6.2 Policy-level event at the EU Parliament
- D6.3 Beyond PIECES: development of future deployment

WP7 - Project management, dissemination and exploitation (ICO)**Tasks:**

- T7.1 Administrative, financial management and project operation coordination (ICO)
- T7.2 Field management (IDIBELL)
- T7.3 Technical management (IDIBELL)
- T7.4 Scientific management (ICO)
- T7.5 Quality assurance and risk management (ICO)
- T7.6 Ethical and gender/cultural-specific issues (ICO)
- T7.7 Data management (IDIBELL)
- T7.8 Dissemination and exploitation (ICO)
- T7.9 Liaison with other EU and non-EU initiatives (ICO)

Deliverables:

- D7.1 Management handbook
- D7.2 Project website
- D7.3 Ethical and legal plan
- D7.4 Data management plan
- D7.5 Communication, Dissemination and exploitation Plan
- D7.6 Liaison with other EU and non-EU initiatives

- D7.7 Data management plan: report on operations
- D7.8 Workplan for scientific collaboration under the 'Prevention and early detection' cluster
- D7.9 Annual Report 1 on Cluster Activities
- D7.10 Annual Report 2 on Cluster Activities
- D7.11 Annual Report 3 on Cluster Activities
- D7.12 Annual Report 4 on Cluster Activities
- D7.13 Citizen engagement summary report
- D7.14 Addressing inequalities recommendations
- D7.15 Common cluster video

WP8 – Ethics Requirements (ICO)

Deliverables:

- D8.1 OEI - Requirement No. 1
- D8.2 OEI - Requirement No. 2
- D8.3 OEI - Requirement No. 3
- D8.4 OEI - Requirement No. 4
- D8.5 OEI - Requirement No. 5



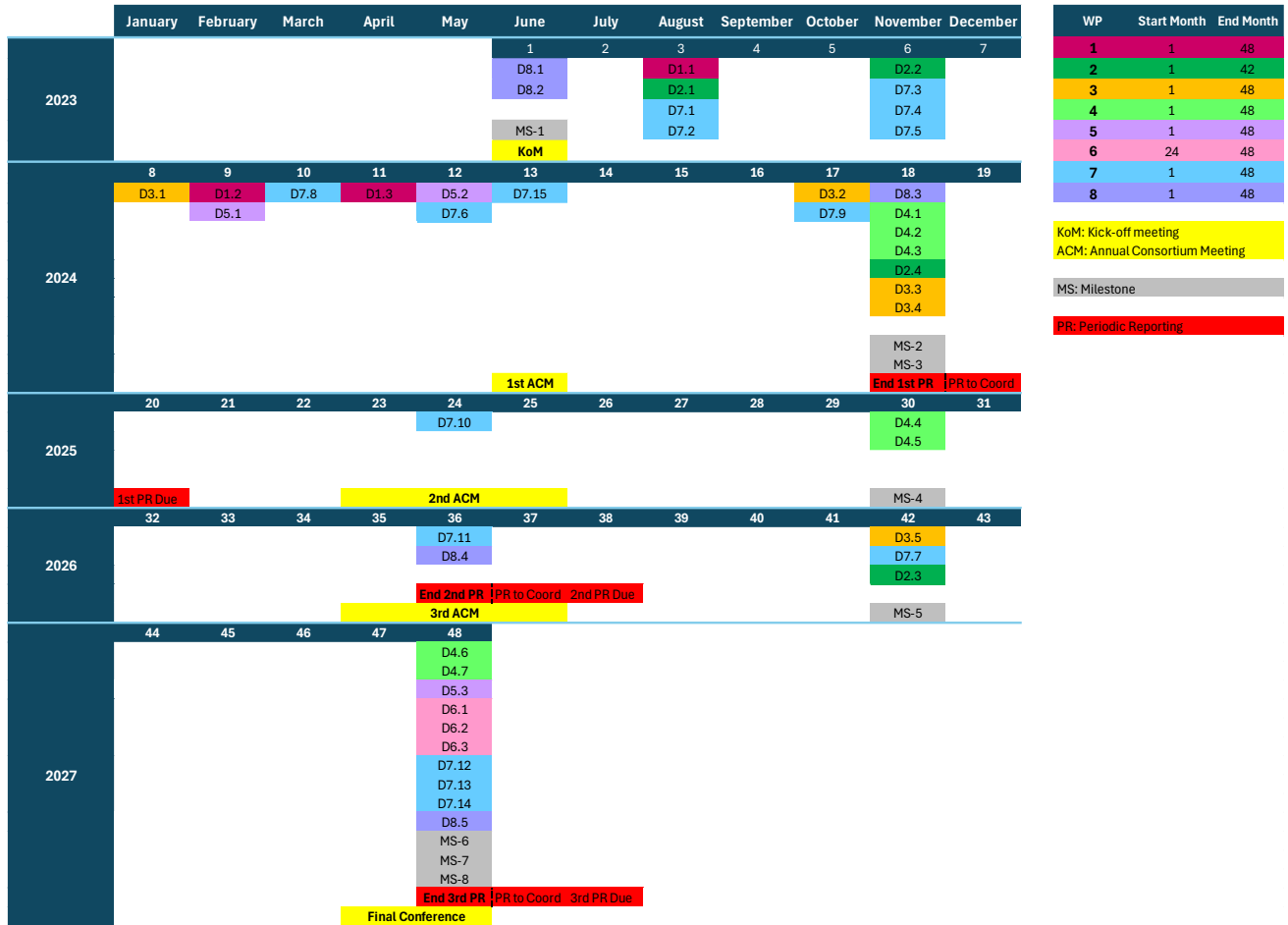


Figure 6. PIECES Deliverables Calendar

2.5 The PIECES timeline: phases and work packages

The PIECES project unfolds during a period of 48 months following four main phases: discovery, execution, evaluation, and dissemination.

1) Discovery (WP1, WP3): We will gather existing proven programmes for tobacco, second-hand smoke, and alcohol consumption control, promotion of physical activity, HPV vaccination, and prevention of sun exposure, and the experiences and lessons learned in implementing them in real world settings.

2) Execution (WP2, WP3, WP4): Implementation sites will use the available information in the repository to adapt the selected programmes to their local environment without losing effectiveness and develop evidence-informed tailored implementation strategies using the PCP-IT.

3) Evaluation (WP4): We will evaluate the performance of the PCP-IT in implementing EBPs for

primary prevention of cancer by assessing key implementation outcomes, including acceptability, feasibility, adoption, and sustainability of EBPs in implementation sites. A

4) Dissemination (WP5, WP6, WP7): The dissemination and exploitation strategy (including communication efforts) will be designed and implemented early in the project and simultaneous to the other 3 phases, to ensure the maximum engagement and reach of project outputs.

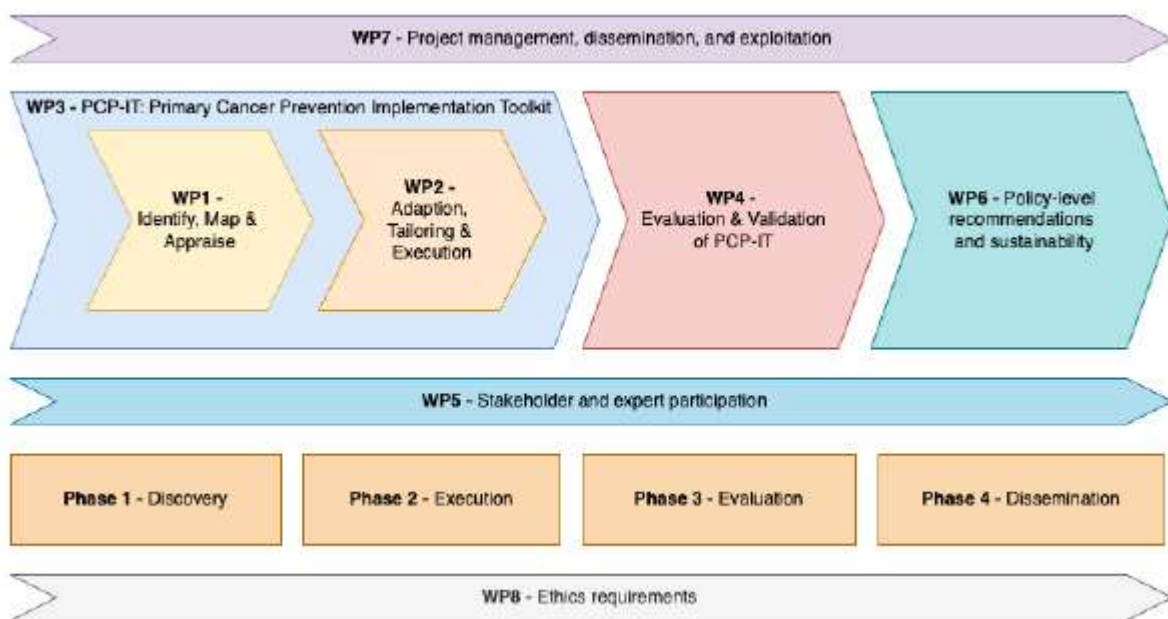


Figure 7. PIECES Pert Chart

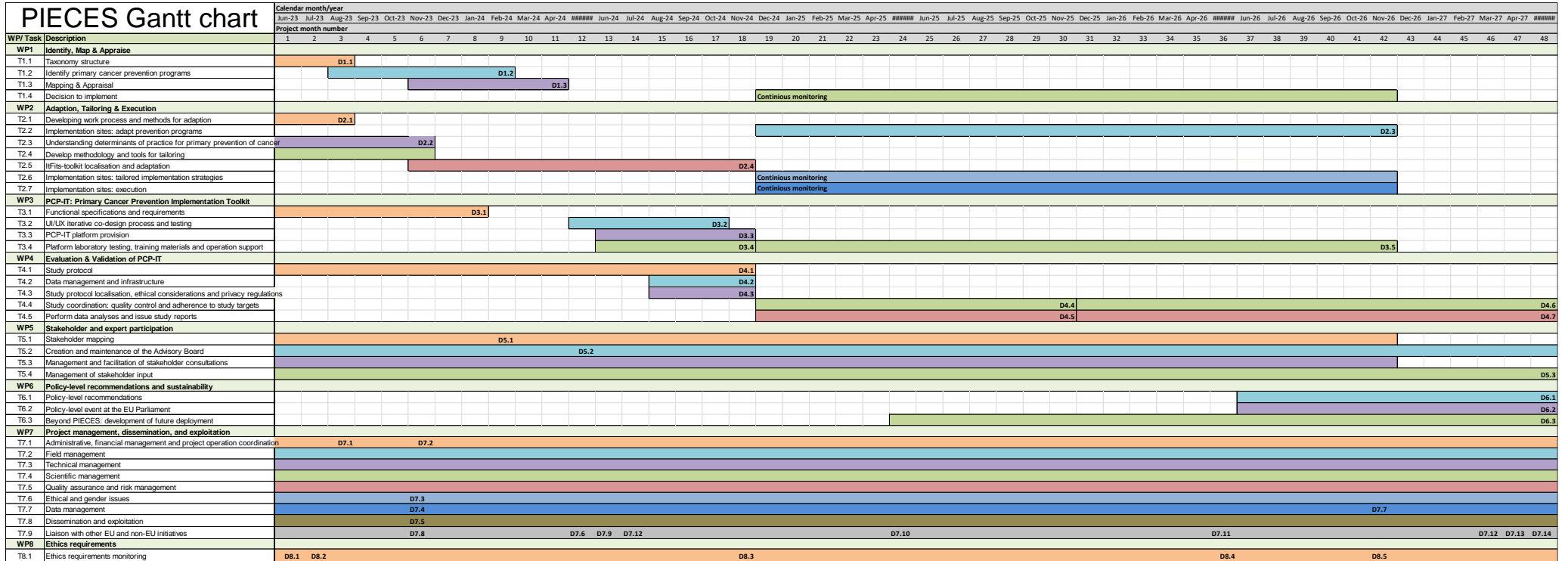


Figure 8. PIECES Gantt Chart



2.6 Staff resources

The table below shows the summary of effort, in person-months by each Participant and by Workpackage. The Operational Coordinator will maintain details of any changes to these figures.

Participant	WP1	WP2	WP3	WP4	WP5	WP6	WP7	WP8	Total person-months
1 - ICO	4.00	4.00	5.50	2.00	4.50	4.50	144.50		169.00
1,1 - IDIBELL	11.60	22.40	33.00	7.40	5.20	42.00	22.40		144.00
2 - DSOFT	3.50	2.50	28.00	8.00	0.50	0.50	2.00		45.00
3 - AUMC	15.00	42.60	13.50	63.60	1.50	1.50	1.50		139.20
4 - TRIMBOS	12.70	13.70	5.40	14.30	5.70	3.30	11.40		66.50
5 - UMT	5.10	8.60		11.30	25.90	3.40	12.70		67.00
6 - ISPRO	55.20	17.00	10.00	14.80	43.80	24.40	14.80		180.00
7 - UPHC	39.00	6.00	8.00	28.00	59.00	11.00	10.00		161.00
8 - ECL					9.00	25.00	13.00		47.00
9 - HBE/HUS		10.00	4.00				1.00		15.00
10 - MHH	4.00	15.80		47.20	7.20	0.40	8.40		83.00
11 - DKFZ	1.50	6.80		4.10	1.20	0.60	2.10		16.30
12 - DNRfK		0.50		0.50	0.50	0.50	0.50		2.50
13 - UQ	3.50	18.00	5.00	14.00		10.00	12.00		62.50
14 - USTIRLING	2.00	6.20	0.70	7.80	14.10	2.20	5.40		38.40
Total Person-Months	157.10	174.10	113.10	223.00	178.10	129.30	261.70	0.00	1236.40

3 PIECES MANAGEMENT AND COORDINATOR STRUCTURE

This chapter outlines the organisational structure, decision-making bodies and procedures of the project, as well as the overall project management approach as described in the DoA.

The organisational structure of the project is shown in the chart below:

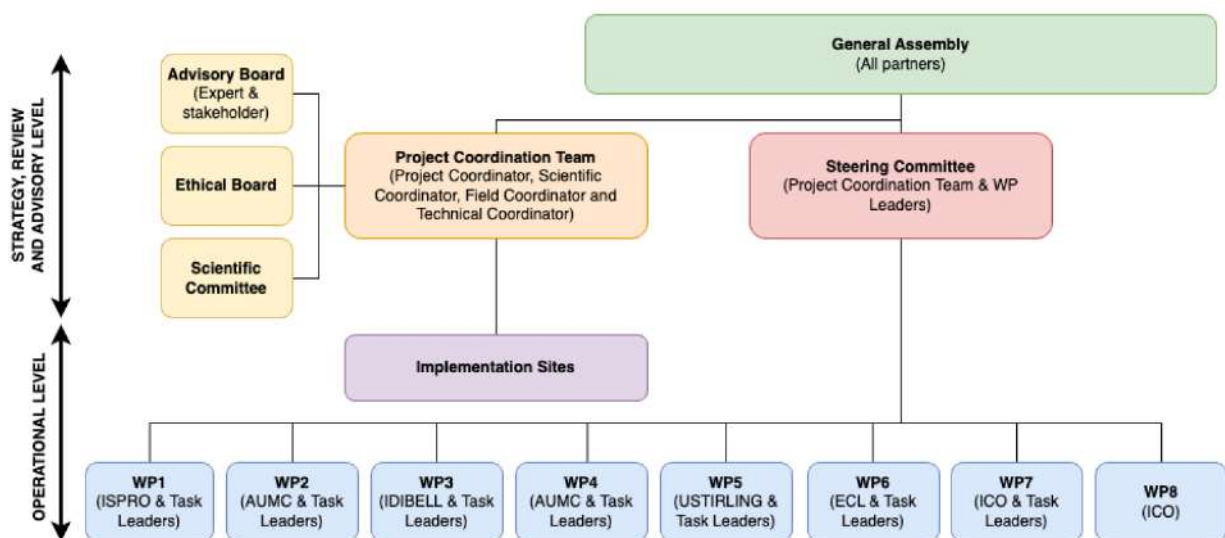


Figure 9. PIECES governance structure

3.1 Project coordinator and Scientific coordinator

Due to the interdisciplinary nature and complexity of the project, the coordination roles and responsibilities are allocated to two different partners:

- ICO hosts the overall leadership, coordination and operational management of the project. ICO is highly experienced in hosting the coordination and management of large collaborative implementation projects.
- AUMC hosts the scientific leadership and coordination. The interdisciplinary expertise available in the team and the extensive experience in leading various collaborative research projects, rightly positions AUMC to coordinate the research aspects and to ensure high

scientific quality of the work, while ensuring that dissemination and stakeholder engagement produce the expected impacts.

Built on these shared responsibilities, the management structure and procedures in PIECES are designed to facilitate an accountable and efficient way to run the project through an efficient decision-making process and a financially and scientifically transparent structure.

3.2 Coordination Team (CT)

The Project Coordinator together with the Research Coordinator, Field Coordinator, Technical Coordinator and the Project Manager and Data Manager constitute the Coordination Team (CT) holding three management key activities: quality, communication, and administration.

The Coordination Team is composed by the following persons:

Name	Email	Institution	Role
Cristina Martínez	cmartinez@iconcologia.net	ICO	Project Coordinator
Clara Mercader	cmercader@idibell.cat	ICO	Project Manager (ICO)
Jordi Piera Jimenez	jpiera@catsalut.cat	IDIBELL	Technical Coordinator
Caridad Pontes	caridad.pontes@uab.cat	IDIBELL	Field Coordinator
Alba Jiménez	gar@idibell.cat	IDIBELL	Project Manager (IDIBELL)
Femke van Nassau	f.vannassau@amsterdamumc.nl	AUMC	Scientific Coordinator
Christiaan Vis	p.d.c.vis@amsterdamumc.nl	AUMC	Scientific Coordinator

The CT is responsible for:

- Manage and support the full consortium in the overall and daily operation of the project, including the communication activities
- Manage and support the full consortium from the scientific perspective
- Manage the full consortium financially and administratively,
- Liaise effectively with the European Commission on all matters of strategy, relevance, scientific quality, timescale, administration, reporting, and budget.

3.3 Work Package Leaders

Work Package Leaders (WPLs) are responsible for the detailed management of their work package. They can make decisions on the content and direction of their WP within the boundaries of the work plan, the budget and resources which are allocated to it. This will include:

- Monitor and control of the work package progress.
- Collect information on the progress of the tasks within the WP, to deliver to the CT.
- Coordinate and organise the WP, including the timely production of deliverables and WP results.
- Submission of the deliverables specified in the work package to the CT.
- Monitor and control of quality within the standards defined in the Project Quality Plan and quality procedures.
- Coordinate WP meetings.
- Inform the CT and propose possible fall-back scenarios in case of major deviations from the work plan that have an impact on the objective of the WP and/or the overall project.

The PIECES WPLs list is composed by the following persons:

WP No	Work Package name	Leader	Partner	email
WP1	Identify, Map & Appraise	Giuseppe Gorini	ISPRO	g.gorini@ispro.toscana.it
WP2	Adaption, Tailoring & Execution	Christiaan Vis	AUMC	p.d.c.vis@amsterdamumc.nl
WP3	PCP-IT: Primary Cancer Prevention Implementation Toolkit	Jordi Piera	IDIBELL	jpiera@catsalut.cat
WP4	Evaluation & Validation of PCP-IT	Femke van Nassau	AUMC	f.vannassau@amsterdamumc.nl
WP5	Stakeholder and expert participation	Sean Semple	USTIRLING	sean.semple@stir.ac.uk



WP6	Policy-level recommendations and sustainability	Wendy Yared	ECL	wendy@cancer.eu
WP7	Project management, dissemination and exploitation	Cristina Martínez	ICO	cmartinez@iconcologia.net
WP8	Ethics Requirements	Cristina Martínez	ICO	cmartinez@iconcologia.net

3.4 Steering Committee (SC)

The SC will be the highest decision-making body in the PIECES project and will hold responsibility for the overall direction of the project. The SC comprises the Coordination Team and the WP Leaders. The SC will be the highest decision-making body in the PIECES project and will hold responsibility for the overall direction of the project.

3.5 Advisory Board (AB)

By means of the external Advisory Board (AB), PIECES will seek regular external advice on relevant issues. The AB will provide expert advice to ensure that the project will develop in accordance to the appropriate legal, ethical and social issues, general philosophy and direction of the project. It will also advise on corrective measures in the content of the work if necessary as well as on the dissemination and exploitation of the projects results. The AB has no formal decision power within the project.

3.6 Contact with the European Commission

All contact with the EC about any matter will be made via the Project Coordinator.

4 COMMUNICATION TOOLS AND PROCEDURES

4.1 PIECES online repository

All the documents and communications related to the PIECES project will be accessible through the Sharepoint created ad hoc.

Link: https://idibell.sharepoint.com/sites/pieces_partners

(also accessible through the PIECES website)

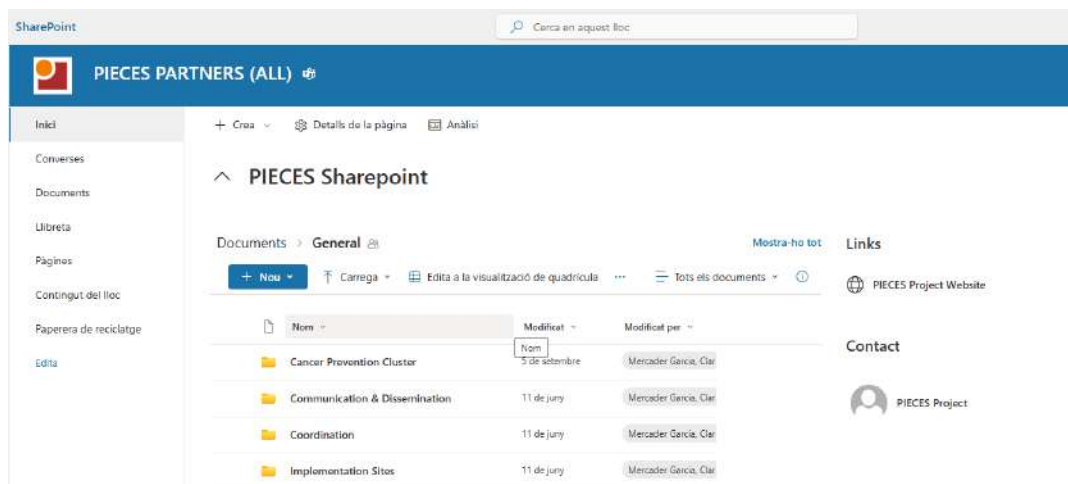


Figure 10. Preview of the PIECES Sharepoint

This space will be used as document repository and will be organised in different folders:

- Cancer Prevention Cluster, containing all documents, presentations, etc regarding PIECES participation in the cluster. There is another Cluster sharepoint for all the projects in the cluster.
- Coordination folder, containing all contracts, deliverables, reporting documents as well as minutes from meetings, etc.
- Communication & Dissemination, containing templates, images and graphs generated for the project as well as pictures of project events and partners contact information.
- Implementation sites folder, containing all documents related to the development of the project study and the participation of the implementation sites.



- WP folders, created as needed and containing documents for daily work within their corresponding WP.

4.2 Email and distribution lists

Official communications from the Coordination team (e.g. information requests, setting deadlines for preparation of reports, convening meeting, agendas and minutes, etc.) will be sent by email to all participants. Contact lists, as mentioned above, are available on the PIECES Sharepoint. Any update must be communicated to the project manager.

In addition, specific mailing groups for the project have been created to facilitate communication among the members of a work packages or a team in general, and reduce the number of recipients.

At the moment, the following mailing groups have been created:

pieces_partners@idibell.cat: all PIECES Partners / Consortium

pieces_steering_com@idibell.cat: members of the steering committee

pieces_coord_team@idibell.cat: members of the coordination team

Any other mailing list or group can be created on request.

4.3 PIECES website

The PIECES website will be a living window of the project and will be constantly updated with the latest news. The URL of the website is: <https://pieces-project.eu/>



Figure 11. Preview of the PIECES Website

4.4 Virtual Meetings

For virtual meetings, Microsoft Teams will be used. Calendar invitations and links will be scheduled and sent in a timely manner.

- Coordination Team meetings will be held monthly on the first Thursday of each month at 15:00 CET. The discussion will be aimed at discussing issues concerning the overall organization and unfolding of the project.
- Steering Committee meetings will be held monthly on the second Thursday of each month at 15:00 CET. The discussion will be aimed at checking the status of the work within each WP and schedule next steps. Minutes will be prepared by the project manager.
- WP internal virtual meetings, coordinated by WP leaders, will be arranged according to the needs and availability of the people contributing to each WP. Each WPL will be responsible to arrange this gathering in the most convenient form and establish its frequency and duration.

4.5 PIECES Consortium Meetings

PIECES meetings will be held annually. A tentative calendar is presented in the table below. This



calendar will be updated accordingly during the project.

Meeting type	Hosted by	Date
Kick-off Meeting	ICO	22-23 June 2023
1 st Annual Consortium Meeting	TRIMBOS/AUMC	May-June 2024
2 nd Annual Consortium Meeting	ISPRO	May-June 2025
3 rd Annual Consortium Meeting	UMT	May-June 2026
Final Conference	ECL	May-June 2027

The Coordination Team (CT) will give notice in writing of a meeting to each partner as soon as possible and at least 21 calendar days preceding an ordinary meeting and seven calendar days preceding an extraordinary meeting.

The CT will send each partner an agenda at least 14 calendar days preceding an ordinary meeting and seven calendar days preceding an extraordinary meeting.

Voting rules and veto rights are detailed in the Consortium Agreement that has been duly agreed and signed by all the partners. The agreement is available in the PIECES Sharepoint.

The CT is responsible for producing written minutes of each Consortium meeting which will be the formal record of all decisions taken.

Both, agendas and minutes, will be uploaded into the Sharepoint repository together with the signed attendance lists. If requested, the Project Coordinator will provide authenticated duplicates to the partners.

5 QUALITY CONTROL AND ASSURANCE

PIECES Consortium is responsible to achieve, maintain and continually improve the quality of work and of the results of the project and of partner's efforts, as defined in the contract.

The Quality Plan is based on the following Quality Assurance principles:

- Supply methods, standards and procedures adapted to the specific project objectives:
 - Organization of the work
 - Roles and responsibilities
 - Time schedules and monitoring
 - Procedures for quality control
 - Risk assessment
- Assist and advise the Consortium in its effort of producing results of highest quality
- Identify and exercise controls enabling a continuous and critical overview on the project progress

5.1 Document templates

For each kind of document, namely deliverables, presentations, minutes and reports, ad-hoc templates can be found in the PIECES Sharepoint.



Figure 12. Preview of the PIECES Deliverable template



5.2 Naming conventions and versioning

Document naming and versioning will be uniformly managed to track the versions and history of changes within the various project documents, such as:

- Deliverables
- Presentations
- Meeting agenda and minutes (including different versions, when present, until the final approved one)
- Reports
- Emails, etc.

Specifically, for deliverables, document history will be tracked in each deliverable in a separate table describing the different versions of the document and the reasons for changes/updates of it. Regarding file formats, all documents will be produced using Microsoft Office (Word, Excel, etc.) and will have the corresponding extension. Templates for the preparation of deliverables are provided in PIECES Sharepoint.

5.3 Production of deliverables

There are 45 official deliverables planned during PIECES project duration.

Deliverables shall be written in English based on provided standard templates.

As a matter of standard practice, the partner responsible for a deliverable should work to have the final draft ready to be delivered to the CT three weeks before the official delivery date.

All deliverables produced during PIECES project will be subject to quality control.

5.4 Deliverable Review Process

In order to guarantee the compliance with quality standards for official deliverables, the research coordinator will revise the quality of the content and/or appoint other related WPL to revise the deliverable.



This is the overall procedure that has been established:

- 3 weeks before the deliverable deadline: the CT receives the deliverable from the WP Leader. The research coordinator will take the responsibility to review and modify the document if needed. If a deliverable fails to match the criteria, they set out the steps to be taken to improve the deliverable's quality.
- 1 week before the deliverable deadline: The WP Leader submits again the document to the CT for final approval.
- At the deliverable deadline: the Project Coordinator submits it to the EC.

WP Leaders will be responsible along with the Project Coordinator for the revision of internal deliverables.

5.5 Risk management

Risk management will be managed in PIECES through a procedure encompassing the following steps: Risk detection, risk analysis, risk assessment and risk management and monitoring. The detected risks will be reported and record maintained in a Risk Registry, which lists the identified risks followed by the analysis of those risks and the definition of the strategy to be adopted to mitigate their impact.

The risk registry will include the following information

- Number
- Description
- Likelihood
- Impact
- Remedial actions/mitigation plan
- Status

The Risk Registry has been initially set-up with the internal and external factors that may negatively influence the project, detailed in the Description of the Action. Risk Registry will be updated, monitored and addressed throughout the project until its completion.

6 REPORTING

6.1 Reference documents

The official reference documents that set out the rights and obligations of the Consortium are represented by:

The Grant Agreement (GA) signed between the EC, the Coordinator and the partners. It defines EC grant amount, duration of the project and financing rules. It includes **Annex I: Description of Work (DoA)** that contains the detailed description of the activities to be carried during the project.

The **Consortium Agreement (CA)** signed by all the partners. It rules internal distribution of funding, project governance, voting mechanisms and IPR management.

Both contracts are available in Document Repository of the Funding & Tenders Portal as well as in the internal PIECES Sharepoint.

6.2 Reporting periods

PIECES is divided into 3 reporting periods as depicted in the following picture:

1st Reporting Period (M1-M18): from 01/06/2023 to 30/11/2024

2nd Reporting Period (M19-M36): from 01/12/2024 to 31/05/2026

3rd Reporting Period (M37-M48): from 01/06/2026 to 31/05/2027

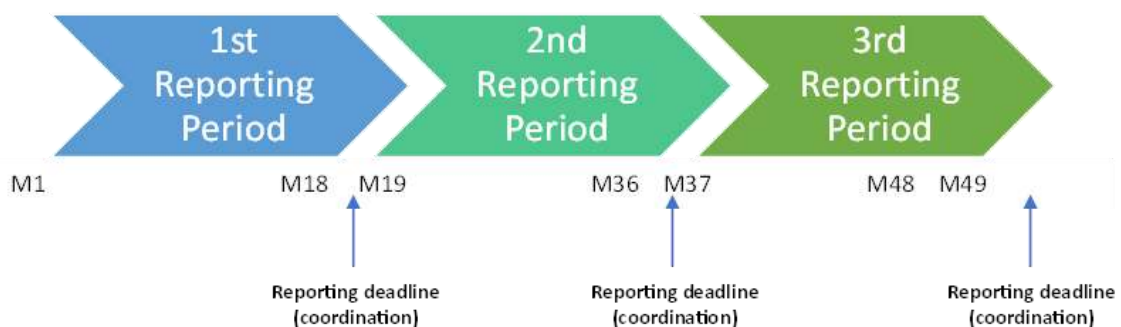


Figure 13. PIECES Reporting Periods



6.3 Reports

Besides all the official deliverables scheduled in the DoA, the consortium has the obligation to prepare:

Three Periodic Reports (One for each Reporting Period). Each periodic report includes:

- A periodic technical report, including explanations of the work carried out by the beneficiaries during the reporting period.
- A periodic financial statement (one for each Beneficiary), explaining the use of resources and the information on subcontracting and in-kind contributions provided by third parties, from each beneficiary for the reporting period concerned and a summary financial report.

Each beneficiary (receiving EC funds) will prepare its financial report using the templates provided by IDIBELL and filling the Funding and Tenders Portal Sygma System. IDIBELL will review and submit them to the EC. Technical reports will be prepared by all partners coordinated by ICO who will provide the scientific reporting templates. Templates will be provided in due time.

Reports must be submitted **within 60 days** following the end of each reporting period. However, the coordination reporting deadline is within **30 days** after the end of the reporting period.

In order to avoid potential errors during the project implementation and when claiming costs (which could lead to cost rejection, payments delays, etc.), we would like to draw partners' attention to the **most common mistakes made by audited beneficiaries:**

- Personnel costs (incorrect calculation of productive hours, estimated costs instead of actual costs, invalid or missing timesheets or supporting documents)
- Other goods and services (no valid supporting documents)
- Subcontracting costs (no transparent procedure for selecting the subcontractor, no valid supporting documents, not best value for money or lowest price)
- Equipment (full charge of the equipment cost instead of the depreciation, absence of measurement of the usage of the equipment in the project)
- Travel (no valid supporting documents, travel not related to the action, not in line with the usual travel policy of the beneficiary)

6.4 Information required from partners

First, each Beneficiary has to communicate to the Operational Coordinator the name, email and phone details of the person in charge of the administrative and financial duties within their organization.

Even though official reports are submitted to the EC every 18 months, partners have to inform if there are significant deviations on a 9-month basis.

Partners will have to provide the Coordinator with their reporting tools duly filled in **within 30 days after** the end of the corresponding reporting period.

6.5 Recording of daily individual working hours

It is the responsibility of each Beneficiary to keep and file the hours worked on PIECES by collecting personal timesheets that **MUST** be signed by the worker and his/her supervisor. In case of an audit, personal timesheets are part of the supporting documents that the Beneficiary is obliged to keep for at least five years after the receipt of the last payment of the project. Failure to produce signed timesheets for an audit will result in the hours being disallowed.

6.6 Financial flow

Funding of costs included in the Consortium Plan will be paid by the Coordinator to the Beneficiaries after receipt of payments from the Granting Authority in separate instalments as agreed below:

- The pre-financing of the Funding Authority in two separate instalments; the first 60% of the prefinancing will be distributed by the Coordinator upon receipt of the pre-financing and the remaining 40% will be distributed upon submission of the first periodic report (M18). Should a Partner not have performed 50% of their assigned tasks, the remaining 40% will not be paid out. The Steering Committee will decide on the reallocation of funds.
- The interim payment of the Funding Authority will be distributed by the Coordinator upon its receipt after the validation by the EC of the periodic Financial Statements.
- The final payment of the Funding Authority will be distributed by the Coordinator upon its



receipt.

At any time, the CT will be available to support beneficiaries in the reporting process step by step, providing personalized assistance and advice.

APPENDIX A: DELIVERABLES

A.1 Official Deliverables list

Deliverable No	Deliverable Name	Lead Beneficiary	Delivery Date
D1.1	Taxonomy structure	TRIMBOS	3
D1.2	Repository of evidence-based primary prevention programmes	ISPRO	9
D1.3	Mapped and appraised programmes	ISPRO	11
D2.1	Methods for adaption	VUmc	3
D2.2	Repository of implementation determinants	HBE/HUS	6
D2.3	Adapted programmes	ICO	12
D2.4	Tailored implementation toolkit (ItFits-toolkit)	VUmc	12
D3.1	Functional specifications and requirements	IDIBELL	8
D3.2	UI/UX implementation requirements	DSOFT	11
D3.3	Integrated Implementation Framework platform provision	DSOFT	12
D3.4	Integrated Implementation Framework platform training materials	IDIBELL	12
D3.5	Final report on Implementation Sites technical operations	IDIBELL	42
D4.1	Study protocol	VUmc	9
D4.2	Central data management system	VUmc	9
D4.3	Implementation Sites study protocol localisation	VUmc	12
D4.4	Interim report on study operation	TRIMBOS	28
D4.5	Interim analysis report	VUmc	28
D4.6	Final report on study operation	TRIMBOS	48
D4.7	Final analysis report	VUmc	48
D5.1	Stakeholder mapping	USTIRLING	9
D5.2	Advisory Board Terms of Reference	ICO	12
D5.3	Final report on stakeholder and Advisory Board activities	USTIRLING	48
D6.1	Policy-level recommendations	ECL	48
D6.2	Policy-level event at the EU Parliament	ECL	48



D6.3	Beyond PIECES: development of future deployment	ICO	48
D7.1	Management handbook	ICO	3
D7.2	Project website	ICO	3
D7.3	Ethical and legal plan	ICO	6
D7.4	Data management plan	ICO	6
D7.5	Communication, Dissemination and exploitation Plan	ICO	6
D7.6	Liaison with other EU and non-EU initiatives	ICO	12
D7.7	Data management plan: report on operations	ICO	42
D7.8	Workplan for scientific collaboration under the 'Prevention and early detection' cluster	ICO	6
D7.9	Annual Report 1 on Cluster Activities	ICO	12
D7.10	Annual Report 2 on Cluster Activities	ICO	24
D7.11	Annual Report 3 on Cluster Activities	ICO	36
D7.12	Annual Report 4 on Cluster Activities	ICO	48
D7.13	Citizen engagement summary report	ICO	48
D7.14	Addressing inequalities recommendations	ICO	48
D7.15	Common cluster video	ICO	12
D8.1	OEI - Requirement No. 1	ICO	1
D8.2	OEI - Requirement No. 2	ICO	1
D8.3	OEI - Requirement No. 3	ICO	18
D8.4	OEI - Requirement No. 4	ICO	36
D8.5	OEI - Requirement No. 5	ICO	48

A.2 Official Deliverables list -1st reporting period (M1- M18)

1 st REPORTING PERIOD (1/5/2023 – 30/11/2024)			
Deliverable No	Deliverable Name	Lead Beneficiary	Delivery Date
D8.1	OEI - Requirement No. 1	ICO	1
D8.2	OEI - Requirement No. 2	ICO	1
D1.1	Taxonomy structure	TRIMBOS	3
D2.1	Methods for adaption	AUMC	3
D7.1	Management handbook	ICO	3
D7.2	Project website	ICO	3





D2.2	Repository of implementation determinants	HBE/HUS	6
D7.3	Ethical and legal plan	ICO	6
D7.4	Data management plan	ICO	6
D7.5	Communication, Dissemination and exploitation Plan	ICO	6
D7.8	Workplan for scientific collaboration under the 'Prevention and early detection' cluster	ICO	6
D3.1	Functional specifications and requirements	IDIBELL	8
D1.2	Repository of evidence-based primary prevention programmes	ISPRO	9
D4.1	Study protocol	AUMC	9
D4.2	Central data management system	AUMC	9
D5.1	Stakeholder mapping	USTIRLING	9
D1.3	Mapped and appraised programmes	ISPRO	11
D3.2	UI/UX implementation requirements	DSOFT	11
D3.4	Integrated Implementation Framework platform training materials	IDIBELL	12
D4.3	Implementation Sites study protocol localisation	AUMC	12
D5.2	Advisory Board Terms of Reference	ICO	12
D7.15	Common cluster video	ICO	12
D7.6	Liaison with other EU and non-EU initiatives	ICO	12
D7.9	Annual Report 1 on Cluster Activities	ICO	12
D8.3	OEI - Requirement No. 3	ICO	18

A.3 Official Deliverables list - 2nd reporting period (M19-M36)

2 nd REPORTING PERIOD (1/12/2024 – 31/05/2026)			
Deliverable No	Deliverable Name	Lead Beneficiary	Delivery Date
D7.10	Annual Report 2 on Cluster Activities	ICO	24
D4.4	Interim report on study operation	TRIMBOS	28
D4.5	Interim analysis report	AUMC	28
D7.11	Annual Report 3 on Cluster Activities	ICO	36
D8.4	OEI - Requirement No. 4	ICO	36



A.4 Official Deliverables list 3rd reporting period (M37-M48)

3 rd REPORTING PERIOD (1/6/2026 – 31/5/2027)			
Deliverable No	Deliverable Name	Lead Beneficiary	Delivery Date
D3.5	Final report on Implementation Sites technical operations	IDIBELL	42
D7.7	Data management plan: report on operations	ICO	42
D4.6	Final report on study operation	TRIMBOS	48
D4.7	Final analysis report	AUMC	48
D5.3	Final report on stakeholder and Advisory Board activities	USTIRLING	48
D6.1	Policy-level recommendations	ECL	48
D6.2	Policy-level event at the EU Parliament	ECL	48
D6.3	Beyond PIECES: development of future deployment	ICO	48
D7.12	Annual Report 4 on Cluster Activities	ICO	48
D7.13	Citizen engagement summary report	ICO	48
D7.14	Addressing inequalities recommendations	ICO	48
D8.5	OEI - Requirement No. 5	ICO	48

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