



eular

EULAR SOPs

Standard Operating Procedures
for EULAR (post-TF) Implementation
Projects

THE EUROPEAN ALLIANCE
OF ASSOCIATIONS
FOR RHEUMATOLOGY

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EULAR SOPs for *EULAR (post-TF) IMPLEMENTATION PROJECTS*

1. GENERAL INFORMATION

In the following SOPs, EULAR lays out its position on key aspects of *EULAR (post-TF) Implementation projects* for which EULAR endorsement is sought, including the application process, the evaluation and selection process, the conduct of the project, the publication process (including aspects related to the EULAR Journals).

2. APPLY

2.1 Who can apply, when, and for what?

Proposals will arise from the community in a spontaneous manner, usually proposed to the Quality of Care Committee Chair and the Quality of Care Department in charge of the respective thematic area. Any individual member of EULAR, or member of national organisations (PARE, HPR, Scientific Societies organisations) or member of EMEUNET and PAED communities under the umbrella of EULAR can apply for leadership of a *EULAR (post-TF) Implementation project*. This role is defined as the "convenor" (project leader) of the project.

To retain oversight and independence within the decision-making process, voting members of the EULAR Council should not take the role of the convenor (project leader) in any proposal entering this evaluation process.

The decisions for funding will be made twice a year at the March and September EULAR Council meetings (See deadlines under 2.2). Later submissions will be automatically dealt with at the subsequent meeting. Revised project applications that have been previously considered (but no new ones) may also be submitted for final decision to the June meeting taking place on Monday before the EULAR Congress every year.

EULAR has defined a standard budget for *EULAR (post-TF) Implementation project* (See 3.4 Budget). New projects have a standard budget of up to **€20.000**.

This budget reflects a standard process for project conduct based on the yearly framework funding programme for Implementation projects with a total of € 80.000, which is split into two calls of € 40.000.

2.2 Project evaluation – Step 1: Pre-Eligibility Check Phase (relevance check, 1 week review time)

- The convenor should submit the full proposal, a lay version, and a short abstract **by 1 November** (for the March Council meeting) or **1 April** (for the September Council meeting) at the latest via the link to the online platform published at the following webpage:

[SOPs for EULAR \(post-TF\) Implementation projects | EULAR](#)

For any questions on applications please write to taskforces@eular.org copying the QoC committee chairs.

- The abstract should contain a short description (without the convenor's/ project leader's names) replying to the three main points listed below:

- What is known about this topic?
- Which recommendations/PtC are you looking to implement and why?
- Which implementation phase are you planning to address and why?

Please consult the manuscript published by E. Loza and All and consult figure nr. 1 (see link: <https://doi.org/10.1136/ard-2022-223016>)

- **Ranking of proposal on relevance:**

The EULAR Quality of Care Department sends the abstract/short version of the proposal only to the voting members of the Council, who will score the proposals on a 0-10 points scale (with 0 being not relevant for EULAR at all and 10 of highest relevance. The decision is taken within 1 week on the relevance of the topic to EULAR.

If the scoring is less than the **threshold of 7** (in a 0-10 scale), the application is denied at the relevance stage, and the process ends for the related call. The project leaders (convenors) of the successful and non-successful proposals will be informed. If the application is approved, it advances to Step 2.

REQUIRED DOCUMENTS

- **Full proposal** plus **abstract/short description** using the *Full Proposal Template* ([Link to full proposal template](#)) and the *Pre-Eligibility Check form* ([Link to pre-eligibility template](#))
- The full proposal must contain a **Lay Summary** to facilitate PARE review
- Submit via the link to the online platform published at the following webpage: [SOPs for EULAR \(post-TF\) Implementation projects | EULAR](#)

2.3 Project evaluation – Step 2: Eligibility phase (4 weeks)

A proposal that has passed the pre-eligibility check by the Council will be checked by the EULAR Quality of Care Committee in its full version (full proposal) from an administrative point of view (budget, format, check that all parts of the document are included).

In the subsequent four weeks, the EULAR Quality of Care (QoC) Committee Chair may decide (not a mandatory process) to identify a member of the committee to facilitate proposal optimisation according to the EULAR SOPs, together with the convenor. The revised proposal should be sent to the EULAR Quality of Care Committee by 15 January (for the March Council meeting) or 1 July (for the September Council meeting) to be considered for the respective funding cycle.

The revised full proposal will be placed on the agenda of the respective next Council meeting for discussion and decision. The QoC Committee Chair will present the proposal at the Council meeting covering the following project aspects:

- relevance to the EULAR strategy,
- feasibility,

- track record of the applicants,
- novelty
- design
- compliance with these EULAR SOPs'
- adherence to the principles of equality, diversity and inclusion values held by EULAR

The committee chair will present a recommendation to the Council based on the results of this review process.

2.4 Project evaluation – Step 3: Funding Decision

The outcome of the Council discussion will be one of these options:

- (a) approve;
- (b) approve after minor revision;
- (c) decline with option for resubmission (process ends, and maybe reinitiated during the next cycle with Step #2); or
- (d) decline without an option for resubmission in the same related call (process ends).

The Chair of the Quality of Care (QoC) Committee will provide the applicant with the relevant feedback and ensure that, in the case of (b), the necessary revisions are completed accordingly. The EULAR QoC Committee will send an email confirming the funding decision to the project leader of the approved project including all relevant information and EULAR Standard Operational Procedures (SOPs) on implementation to be followed.

Once the project is approved, no further changes to the title or objectives can take place, nor can a new project partner (e.g. another scientific organisation) be proposed.

3.CONDUCT

3.1Task force composition (4 weeks)

The convenor (project leader) is the primary contact for the taskforce individuals. In any situation where an issue cannot be solved by the team, the convenor (project leader) is encouraged to contact the QoC Committee Chair. The convenor (project leader) is responsible for ensuring compliance with EULAR regulations and for taking into account the following criteria in the selection of members:

- Adherence to the principles of equality, diversity and inclusion values held by EULAR.
- The task force should include a maximum number of 25 members.
- The selection of members should be necessary based on country level:

- members should preferably belong to those countries on which the project study is centred (for example, if the project conducts a study on implementation in Italy, Spain and Germany, the members of the Task Force should be selected on these countries' levels),
 - members should preferably have membership in key academic centres working in the respective field in the project-selected countries
 - members could be clinicians or researchers interested in implementation or who have participated in the development of the previous recommendations manuscript on which the implementation study post-publication is being conducted.
- To include at least one member with knowledge of implementation research science
 - To include one fellow (not mandatory): the convenor (project leader) should specify in the project application's dedicated file (point 9 of the project template) what is the main task of the fellow in the task force.
For example, the fellow may be responsible for preparing project deliverables, such as survey questions and educational materials, and for gathering information on national-level collaboration in coordination with the task force.
 - To include **at least two rheumatologists, 2 EMEUNET representatives, 2 HPR representatives, 2 PARE representatives (mandatory)**. The convenor (project leader) has to be aware that:
 - the inclusion of those representatives aims to foster collaboration with these representatives and should not lead to a complete transfer of the task force's work to them.
 - for the inclusion of these representatives, the convenor (project leader) should contact (after the project is approved for funding) the respective EULAR national scientific societies, EMEUNET chairs and department emeunet@eular.org (<https://emeunet.eular.org/>), PARE Department (pare@eular.org), HPR chairs and Department (hpr@eular.org) who will open an internal dedicated call and/or follow their internal processes to select suitable candidates to be proposed to the convenor (project leader).

Please note: EMEUNET representatives have the same role as the other Task Force members.

To include 2 members of the PAED Paediatric representatives in those relevant projects for the paediatrics community, please contact EULAR PAED chairs and Department (paed@eular.org) who will follow their internal processes to select suitable candidates to be proposed to the convenor (project leader).

- Although, in principle, any EULAR member can become convenor (project leader) of a EULAR (post-TF) Implementation project, the person participating in these projects should have sufficient expertise and a proven track record relevant to the area of the proposal on implementation research (the presence of a methodologist is not required).

- Five slots for experts of the task force must be left open for general applications. The EULAR Office will open the 5-slot call for applications to open projects on the EULAR website. Additionally, the EULAR national organisations' members and the EULAR committee chairs will be informed of this call. Within a period of **four weeks**, individuals of member societies shall submit a one-page letter of interest outlining briefly their expertise and motivation to participate. The EULAR Office will send the applications to the convenor. The final selection from these applications must follow the above-mentioned selection principles and will be made by the convenor.
- Before a task force can start its work, the task force members list must be finalised by the convenor (project leader) and approved by the QoC Committee Chair (within one week).
- In total, participants must confirm:
 - that they are not already participating in more than 4 task forces (including the one of the submitted project) *
 - and do not already have a key role (convenor/project leader, co-convenor/project co-leader, fellow) in more than 2 task forces at the same time (including the one of the submitted project) *

*If either of these numbers is exceeded for any member, then the respective person needs to be replaced or the role changed to simple task force member, as appropriate. The Board must be informed, if the chair (or anyone else) intends to eliminate or add specific people to the Task Force. Task forces are considered active until the day of the Council's approval for submission of the respective publications.

TASK FORCE COMPOSITION-REQUIRED DOCUMENTS:

- Submit task force members' list for approval to: taskforces@eular.org using an excel file including name, surname, e-mail, nationality, and the role of each member in the task force ([task force list template](#)).

3.2 Declaration of Conflict of Interest and Copyright Transfer

Once approved, all task force members, as indicated in the project proposal, will have to complete a Declaration of Interest (DOI) form and a transfer of intellectual property rights ([Copyrights transfer document](#)) for the main outcome of the task force (main manuscript and methodological paper -if any-). The EULAR Office will provide both documents. The EULAR Office issues the request emails, and only after all online forms have been completed, may the group start its work. In line with the BioMed Alliance Code of Conduct, DOIs from all task force members will be published on the EULAR website.

Please also take note of the EULAR Code of Ethics ([link to Code of Ethics](#)).

Any missing completed form, one week after the first meeting, will automatically result in the exclusion of the individual in question from the project task force unless a satisfactory explanation of the delay is forthcoming. The EULAR Office will clearly communicate this critical step and timeline.

4. Methodology

The EULAR strategy specifies that all EULAR pillars will work on implementing the EULAR recommendations and will therefore support the implementation process by conducting research, providing education and supporting specific projects at a national level. The QoC Committee aims to structure the implementation process based on pre-work (e.g. information sessions for methodologists to provide quality indicators for EULAR recommendations) as well as post-work (e.g. dissemination and implementation phase). The QoC Committee is considered the leading committee supporting the implementation processes of EULAR recommendations by providing also an "*Implementation Toolbox*".

The aim of the *Implementation Toolbox* is to provide an overview of methodological aspects, importance of involvement of stakeholders and EULAR pillars, as well as the submission process for EULAR (post-TF) Implementation projects.

The final product of the task force will be a manuscript with EULAR in the title. The manuscript will contain a study or research focused on the status of the implementation of EULAR-published recommendations in certain selected countries.

EULAR does not impose a restrictive number of recommendations to be studied in the project.

The convenor (project leader) could decide at his/her own discretion to follow some suggestions on which methods and structures to follow that are listed in the *Implementation Toolbox*. (hyperlink to Toolbox to be inserted here)

The number of manuscripts should be specified at the submission phase, where the convenor (project leader) has to inform if there will be only a main manuscript or also a methodological paper (see and declare this in the dedicated field of application template).

4.1 The main manuscript

The main manuscript/study is the key task force product which describes the rationale for the project, the composition of the task force, the target audience, the methods used, and the results of the process.

Task forces are invited to provide a brief explanation, one bullet point at a time, about their motivations and the course of the discussion that took place within the task force. The main manuscript has to be approved by the Council before submitting it to a journal (see paragraph 7).

5. Budget

EULAR has defined a standard budget of up to **€ 20,000** for *EULAR (post-TF) Implementation projects*.

The convenor (project leader) is responsible for supervising and adhering to the approved budget. Any financial matters should be addressed to the Executive Director/CFO with the EULAR Office in cc (taskforces@eular.org and finance@eular.org in cc).

The budget will primarily cover expenses associated with the study design and its conduction. Additional cost categories such as those related to fellows and meeting organisation, may also be included, although they are not mandatory. Any exception to the standard budget ceiling of 20.000 Euro should be evaluated and decided by the EULAR Board.

- The budget allocated to the fellow is indicatively € 8.000. This amount could be also modified (increased or decreased) by the convenor (project leader) provided that the total budget ceiling is respected. The allocated amount should be shared among the fellows (if more than one). If this amount for the fellow is not needed, the convenor (project leader) should explain in the comments column of the budget table which other cost categories might employ this amount.
- The convenor (project leader) could conduct **either one physical meeting or one virtual meeting with EULAR Office support** for the logistics. The convenor (project leader) should tick the relevant declaration box in the project submission template. An amount of 2.500 Euro will be deducted from the project budget for EULAR support with meetings, whether physical or virtual.
- If EULAR support is not required for meeting organisation, the convenor (project leader) should tick the related declaration box in the project submission template and explain in the budget table comments column for which other logistics costs or other cost category the amount of € 2,500 might be employed.
- **Please note - Physical meeting -: due to a limited budget, EULAR can only cover the costs for a very restricted number of members (physical meeting at country level can be considered).** The convenor (project Leader) is responsible for ensuring that all expenditures remain within the limits of the allocated budget.
- EULAR Office must be informed of the request for support for the organisation of the physical meeting or the organisation of the virtual meeting, at least 2 months in advance (please write to events@eular.org and copy taskforces@eular.org)

Important notice:

- A specific budget amount can only be used for the indicated purpose and should the amount for the particular item not be fully used, it may not be transferred to another budget position. For example, if a budget amount is not fully used for the purpose, the remainder may not be used for another purpose. Equally, a budget position may not be increased by way of decreasing or deleting another budget position considered not necessary. Each exception should be evaluated and decided by the EULAR Board.

COST CATEGORY	REQUESTED BUDGET	COMMENTS
XXX	€	
XXX	€	
Fellow	€ 8.000 ☐	This amount is indicative and you can increase or decrease it provided that the total budget ceiling is respected. If you do not need this amount for the fellow, explain for which other costs category you might employ this amount
Logistics*	* €2.500 ☐	If you do not need EULAR support, explain for which other logistics costs or other cost categories you might employ this amount
Total EULAR fund requested:	€20,000 ☐	

**2,500 per meeting, either to be used when you organise the meeting by yourself or to be deducted from the project budget for the EULAR Events department support.*

Please remember to tick the dedicated box choice in the project template to indicate if you need EULAR support for virtual or physical meeting organisation (☐)

Please remember to tick the dedicated box choice if you do not need EULAR support for your physical or virtual meeting (☐)

5.1 Reimbursements of costs

EULAR will pay invoices related to project costs directly to suppliers, to the convenor (project leader) and members. These will be reimbursed after receipt of the reimbursement form sent to EULAR Reimbursement reimbursement@eular.org with taskforces@eular.org in cc.
(click here for [reimbursement form template](#))

Fellow work (if any) is usually paid in three portions following receipt of relevant reports/requests from the convenor (project leader):

- the first portion after initial work for the project. The PI should give justification to the EULAR QoC Committee for the work done (email message information),
- the second portion after the Annual Report is submitted to the EULAR QoC Committee
- the third portion after the final document/manuscript is submitted for publication.

Reimbursement will be granted only upon proof of purchase. This includes: Travel expenses (public transportation / train tickets: 2nd class; flights: Economy Class with an upper limit of EUR 600 (Europe) and USD 2,500 (overseas). Flight reimbursement exceptions: US West Coast up to USD 3,500 / Australia up to USD 4,500; car compensation per km: in CH: CHF 0.80 / EU: EUR 0.50 / GB: GBP 0.40); taxis (transfers between home address-airport / train station-hotel in the congress city and back). Any additional expenses including all administrative costs of any kind, taxis (apart from the arrival and departure transfer mentioned above), additional hotel nights, food & beverages, internet and / or phone charges, costs for accompanying individuals will not be reimbursed. Any exceptions to these rules are to be approved by the EULAR Executive Director/CFO in writing.

Any financial matters should be addressed to the Executive Director/CFO at the EULAR QoC Committee taskforces@eular.org and finance@eular.org in cc.

5.2 Task Force meetings during the EULAR Congress

For meetings taking place during the EULAR Congress, please contact the Congress Committee to reserve a room by sending an email to congress@eular.org

6. Annual Progress Report

At the beginning of each year, the EULAR QoC Chairs and Department will ask convenors (project leaders) to submit a progress report ([link to Annual progress report template](#)) which documents the current status of the project, achieved milestones and remaining work to be done along with a time forecast. The report will also serve to monitor funding and payments and must be available before the EULAR Congress (Committee business meetings). The reporting continues until the first draft of the manuscript/ study output of the project is ready.

By April, the reports will be sent to the QoC Committee Chair and Department, who will inform the Council in June, if there are any concerns. A reminder will be sent to the convenor (project leader) if the deadline is missed. One week later, if no response is received, the respective committee chair should be informed. The committee chair will contact the convenor (project leader) to reiterate the request.

Failure to submit a progress report will result in a delay or loss of remaining funding from EULAR and suspension of payments until reception of the report. Failure to respond adequately to these requests will result in the project being tabled for the upcoming EULAR Council meeting in June where a final decision will be made. A project should be questioned if one annual report is missed. The final decision will be communicated to the convenor (project leader) by the respective committee chair. The EULAR Council reserves the right to close a project in such cases.

7. PUBLISH

7.1 Review by the Council (5 weeks): Main manuscript and methodological papers (if any)

Manuscripts resulting from work by the task force are written under the responsibility of the convenor (project leader).

When the **main manuscript** is ready for submission, it shall be sent **together with the methodological paper (if any) and a slide presentation summarising the results** to the EULAR QoC Committee chair and Department.

The QoC **chair** or his/her nominee will then carry out a first high-level check **within 2 weeks**, if the paper/study output meets the requirements for EULAR endorsement. The EULAR QoC Department verifies if all experts involved in the project have completed the "EULAR Declaration of Conflict of Interest" form. The EULAR QoC Committee Chair and Department sends feedback to the convenor (project leader) to complete; individuals for whom no disclosure of potential conflicts is available will not be named on the publication/ endorsed study.

Upon approval of the chair, the EULAR QoC Department will send the manuscript/study plus the methodological paper (if any) for a comment feedback round (2 weeks) to the EULAR Council (in blind copy, compilation of all comments received with judgment of the chair will be sent as a second step for information only) with the request to consider two aspects:

- 1) Does the paper confer with EULAR rules and objectives? and
- 2) Does the paper reflect the objectives of the task force? (The primary project proposal will be provided for this purpose).

The EULAR Council, during the manuscript review, decides whether the publication may carry the title "EULAR" or should have no "EULAR" in the title. If the decision is to keep "EULAR" in the title, the manuscript/study is considered "EULAR-endorsed", and the publication process must align with the below flowcharts (Fig.1 and Fig. 2).

During the Council review, if major issues are reported, these will be shared with the QoC committee chairs for review with the authors. In case of any discrepancy in the various comments, the chair will send a compilation of the comments to the Board for final approval. The QoC Committee Chair will then support the authors in revising the manuscript accordingly. Once the authors have considered the review comments, they will have to re-submit the revised manuscript to the QoC Committee Chair and Department for a final review and approval for submission. The chair, in turn, may ask additional Council members for a second review (especially those who had expressed concerns). However, a second round of review by the entire Council is not needed.

Occasionally, the QoC Committee chair may receive comments from Council members that deal with scientific aspects of the manuscript rather than with the two questions named above or other procedural aspects. Such comments can also be forwarded to the convenor (project leader), but with the understanding that responsibility for the scientific quality of the manuscript lies with the authors and responsibility for the scientific review process with the journal.

If the Council has not expressed concerns with the publication of the manuscript, the EULAR QoC Department informs the QoC chair of this, who then contacts the authors directly and asks them to submit the manuscript and methodological paper (if any) according to the Council's decision (see above). If the decision was to send the manuscript for consideration to ARD, this must be accompanied by a letter confirming the Council review approval for submission, signed by the QoC Committee Chair. **This letter needs to be presented to the editors when submitting the papers.**

If the respective chair is an author and cannot be involved in the review process, the past chair, or chair-elect should step in. If both chairs are involved in the project, a first technical review can be performed by another committee chair who is not responsible for the current project. The assignment will be done by a member of the Presidency. The final decision can be sought by contacting one experienced member of the Council, one member of the Presidency and the Editor of ARD.

REQUIRED DOCUMENTS

- Once the main manuscript and the methodological paper (if any) are finalised, please send the documents, along with a Microsoft PowerPoint slide presentation summarising the results, and an implementation plan, to the EULAR QoC Department (taskforces@eular.org). To receive final approval by the EULAR Council takes up to 5 weeks.

7.2 Submission to the EULAR Journal(s) and sanction

7.2.1 Preliminary publications (abstracts and presentations):

Should a presentation or abstract be made before the project has come to an end, i.e. the final manuscript has already been submitted, authors have two options:

- remove any reference to EULAR or one of its committees from the title or author line and add a statement to the Background or Introduction section that "...that the presentation is preliminary (or preparatory) work done by members of the EULAR task force on.....".
- alternatively, the authors may keep the EULAR reference and submit it to the EULAR QoC Committee Chair for approval, allowing at least one week's time; only after approval, the presentation or abstract may be submitted.

7.2.2 Main manuscript and methodological paper (if any)

If EULAR approves the manuscript and methodological paper (if any), authors must, by default, submit the **main manuscript/study to the Annals of the Rheumatic Diseases (ARD)**, and the **methodological paper (if any) to EULAR Rheumatology Open (ERO)**, where they go through the normal review process, alongside the written confirmation of the Council's approval. The **title of the methodological paper (s)** must include a reference to the main manuscript, for example, the addition "...informing a EULAR Task Force" (or similar).

- The key outcome of a EULAR Task Force is summarised in one main manuscript (as outlined in the proposal); this must be published first (i.e., before any other manuscripts related to the process; see below).
- The methodological manuscripts (if any) cannot be submitted before the main manuscript (ideally, they should be submitted simultaneously). This also applies to large projects with multiple methodological paper.
- At the journals, the manuscript and methodological paper(s) will undergo the standard review process (i.e., they might be rejected despite approval by the EULAR Council).
- If ARD rejects the manuscript, authors must submit it to ERO. If ERO rejects the manuscript/study or the methodological paper, EULAR offers the authors full coverage of the endorsed work through publication on the EULAR website.
- If authors decide against publication on the EULAR website, they are free to submit to another (non-EULAR) journal with all relevant acknowledgements. If the paper gets accepted in a non-EULAR journal, it must keep "EULAR" in the title, as it was previously endorsed by the EULAR Council.

- All EULAR-endorsed manuscripts/ methodological papers must be published as open access (regardless of whether they are published in a EULAR journal or a non-EULAR journal). For all EULAR-endorsed manuscripts and one supporting methodological paper (if any), EULAR covers the publication fees (regardless of whether they are published in a EULAR journal or a non-EULAR journal). Funding for additional methodological papers must be approved by the Council when the initial proposal is presented.
- The work has to be summarised in a Microsoft PowerPoint presentation slide deck that will be published on the EULAR website along with a link referring to the publication in the journal.
- Additionally, all recommendations will be linked on the EULAR website after publication.
- EULAR-endorsed manuscripts which are published in ARD or ERO should be accompanied by a lay abstract version on the journal and/or EULAR website if relevant for lay audiences. For more guidelines on this process, please refer to the EULAR website (<https://www.eular.org/lay-recommendations>).

7.2.3 Additional publications:

- Further manuscripts or side manuscripts resulting from work by the task force are written under the responsibility of the convenor (project leader). Still, they can only be published after the main manuscript/study and the methodological paper (if any).
- Please note: Publication fees for secondary papers will not be covered by EULAR.
- Secondary papers may not carry the name "EULAR" in the title but should include all relevant acknowledgements referring to the main paper. EULAR needs to be informed about a planned submission in its role as a funding agency, but the EULAR Council does not need to endorse the manuscript.

7.2.4 Sanctions

In case of infringement of the rules of this section 4.2, EULAR may, at its full discretion, request:

- that the publication is withdrawn from ARD or any other journal and/or
- a penalty of up to € 2'000 to be paid by the convenor (project leader) and by each author, depending on the severity of his/her fault and violation, the undue benefit resulting thereof and his/her economic situation.

8. PROJECT FOLLOW-UP /POST PUBLICATION STEP

The convenor will send the DOI link of the paper immediately after publication to the EULAR QoC Department (taskforces@eular.org) and inform them of the publication dates. The EULAR Communications Committee will prepare a press release to be published in parallel with the main manuscript and a lay summary and will add the new publication product to the EULAR website.

Flowchart for main manuscript



Fig. 1: Flowchart for **main manuscript** submission process

Flowchart for SLR

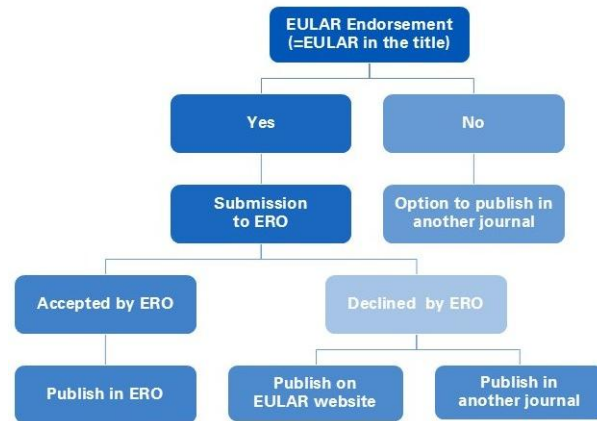


Fig. 2: Flowchart for **SLR** submission process

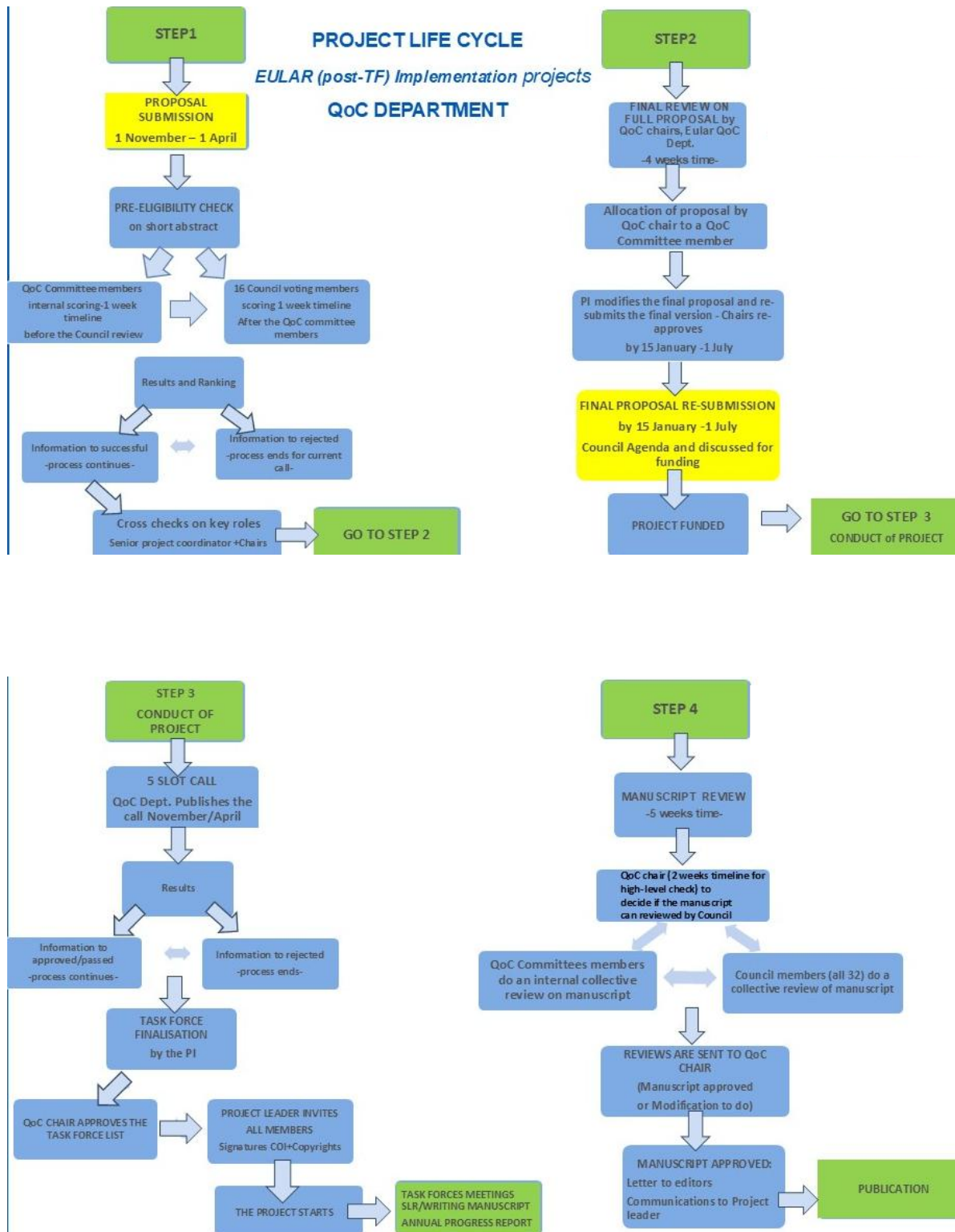


Fig.3: Implementation project life cycle