



Deliverable 1.1

Project Management

Handbook



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| Author(s) | João Cortez, Carla Queirós |
| Contact e-mail(s) | jcortez@ucp.pt, cqueiros@ucp.pt |
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List of Abbreviations

| Acronym | Definition |
|-----------|--|
| # | Number |
| BG | Bulgaria |
| CA | Consortium Agreement |
| CoP | Community of Practice |
| CTNC | Asociacion Empresarial de Investigacion Centro Tecnologico Nacional de la Conserva |
| D or Del. | Deliverable |
| DE | Germany |
| DEC | Dissemination, Exploitation and Communication |
| DEM | Demonstrator, pilot, prototype |
| DESCA | Development of a Simplified Consortium Agreement |
| DMP | Data Management Plan |
| EC | European Commission |
| ES | Spain |
| EU | European Union |
| F2F | Face-to-Face |
| GA | General Assembly |
| IP | Intellectual Property |
| IPR | Intellectual Property Rights |
| LIPOR | Associação de Municípios para a Gestão Sustentável de Resíduos do Grande Porto |
| LT | Lithuania |
| M# | Month |
| NA | Non-Academic |
| NANDO | UAB Nando |
| PC | Project Coordinator |
| PCA | Fundacion Parque Cientifico de Alicante de la Comunitat Valenciana |
| PCDP | Personal Career Development Plan |
| PMB | Project Management Board |
| PL | Poland |
| PT | Portugal |
| PU | Public |
| R&I | Research and Innovation |
| R | Document, report |
| RP | Return Plan |
| SEN | Sensitive |

| | |
|-------|--|
| SI | Slovenia |
| SS | Summer School |
| SU | Sofia University ST Kliment Ohridski |
| T | Task |
| Tbd | to be determined |
| UA | Universidad de Alicante |
| UCP | Universidade Católica Portuguesa |
| UP | Univerza na Primorskem Universita del Litorale |
| USAAR | Universitat des Saarlandes |
| USiL | Uniwersytet Slaski W Katowicach |
| VMU | Vytauto Didziojo Universitetas |
| WC | Widening Country |
| WP | Work Package |

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Executive Summary

The present Project Management Handbook gives practical guidance to the coordinator, coordinating bodies, and project partners for project management and administration. This document constitutes the original Project Management Handbook released as D1.1 of the LETSGROW project (September 2025).

This deliverable also includes mechanisms for overall management, quality control, contingency planning, corrective actions, and change management that may become necessary during the life cycle of the project.

The objectives of the Project Management Handbook will be addressed in six sections as follows:

1. Project management: to establish project management procedures;
2. Quality management: to define the quality requirements and management of the project;
3. Project communication: to define guidelines for communication;
4. Innovation management: to define guidelines for innovation management;
5. Project reporting: to provide the consortium with guidance for project reporting;
6. Deliverables preparation: to create clear procedures for the delivery of quality results.

1. Introduction

LETSGROW project aims to tackle the global challenges facing the European agri-food sector by leveraging cutting-edge research and innovation. Through a knowledge-driven approach, it promotes the transition to a sustainable food system while fostering interoperable research and innovation (R&I) careers that connect academic and non-academic sectors—essential for driving forward new, impactful solutions.

LETSGROW is built on three pillars—training, talent mobility, and policy development—to foster collaboration and knowledge exchange across sectors, creating a supportive environment for R&I talents.

The 37 training activities focus on closing skill gaps by equipping talents with competencies needed in both academic and non-academic sectors, while also enhancing institutional support for career development.

Mobility programs prepare R&I talents to work across sectors through selective recruitment, mentorship, return plans, and access to training. These exchanges give non-academic talents practical industry experience and academic insights, while building lasting partnerships.

Evidence-based policies, shaped by lessons from training and mobility, will improve career interoperability and employability for R&I talents.

Together, these actions strengthen the competitiveness of R&I talents and the consortium, which includes 11 partners—7 from 5 Widening countries—and 4 non-academic (NA) entities (UCP and LIPOR, Portugal (PT); SU, Bulgaria (BG); VMU and NANDO, Lithuania (LT); USiL, Poland (PL); UP, Slovenia (SI); USAAR, Germany (DE); UA, CTNC and PCA, Spain (ES)).

This document offers practical guidance for the coordinator, partnering organizations, and project collaborators concerning project management and administration, and these guidelines will be applied during the entire duration of the project.

2. Project Management

2.1. Management Structure

2.1.1. Overview

The LETSGROW project is executed by a consortium of 11 partners from 7 different EU Member States, of which 5 are Widening countries (WC) (WC - Portugal, Bulgaria, Lithuania, Poland, and Slovenia; Germany and Spain). The LETSGROW consortium uses an effective management structure (Figure 1), with well-defined responsibilities, ensuring smooth daily operation and maintaining the project's progress. By choosing a simple structure, each partner has a clear understanding of its duties and may focus on addressing the challenges, delivering results, and disseminating/exploiting new knowledge according to the schedule and proposal.

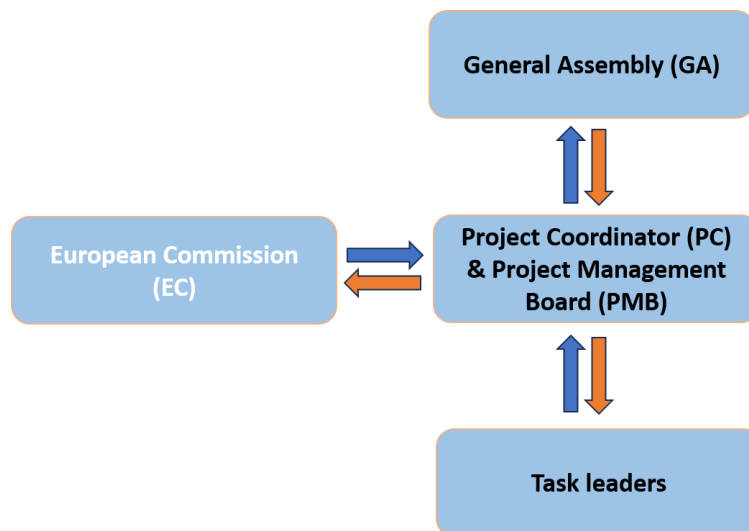


Figure 1. Overall LETSGROW project organizational structure.

The detailed responsibilities and roles of the project bodies are described in the Consortium Agreement (CA), which is based on the latest version of the DESCA model, and are described in this document.

2.1.2. General Assembly

The General Assembly (GA) is the ultimate decision body of the project and supervises the overall execution and reporting of the project. It is composed of one member from each Partner and is chaired by the Coordinator (Table 1). To make decisions, at least 2/3 of the members of the GA should be present or represented, and decisions require a simple majority of the voters. The GA should meet at least biannually (online or in-person) and at any time upon the written request of any Member. The main tasks of the GA at the Project Level are:

- to make strategic decisions on major changes, taking into account suggestions of the PMB and Coordinator;
- to adopt any corrective measures in any major conflict, as well as wherever necessary;

- to monitor the satisfactory progress and quality of the project;
- to make strategic decisions regarding project coordination, direction, overall management, and planning;
- to be responsible for all legal issues arising during the project, including Intellectual Property Rights (IPR);
- to prepare general assembly meetings and propose decisions.

2.1.3. Project Coordinator (PC) and Project Management Board (PMB)

The Coordinator, who is responsible for acting as the interface between the European Commission (EC) and chair the GA, will be assisted by a Project Management Board, also chaired by the Coordinator. The PMB is composed of the WP Leaders (including the Coordinator as WP1 Leader; Table 1). The Coordinator and the PMB are assisted by a Project Manager (to be recruited) and will attend all PMB meetings.

The PMB supervises the execution of the project and makes decisions regarding the daily execution of project tasks. To make decisions, at least 2/3 of the PMB members should be present or represented, and decisions require a simple majority of voters. The PMB should meet at least monthly or by-monthly (online or in-person) and at any time upon the written request of any of its Members.

The PMB will perform the daily supervision of the project implementation, and its roles include:

- i) operational project management;
- ii) monitor progress in its technical and planning aspects;
- iii) adjust focus and coordination of technical work as the project evolves;
- iv) make daily decisions regarding project execution, direction, overall management, and planning;
- v) propose any major alterations of the work plan to the GA and implement decisions made by the GA;
- vi) monitor LETSGROW's achievements and manage project risks;
- vii) to support the Coordinator's work, and prepare and propose decisions for GA approval.

The PMB will support the Coordinator in the preparation and monitoring of all project activities, with emphasis on the design and implementation of the Training Plan (Deliverable 2.1; M4, which will be yearly updated, keeping track of the execution of the training and collecting all relevant information, such as training materials, attendance lists/certificates, quality surveys, etc.) and the Mobility Plan (Deliverable 3.1, M5, detailing all mobilities and corresponding components, such as the Talent selection process, the Mentoring Programme, templates for the Personal Career Development Plan (PCDP), and the Return Plan (RP)). The PMB will oversee both Plans are yearly updated in tandem, keeping track of the execution of the mobilities and collecting the corresponding reports.

The main responsibilities of the Coordinator, supported by the Project Manager, are to:

- manage the overall day-to-day project coordination, maintain ease of communication within the Consortium, and facilitate access to project documents;
- follow up project progress, report, results, and deliverables according to schedule and plan;
- to review and approve project reports and milestones, and monitor their quality;
- to support and advise project participants on any document (administrative or technical) requested by the Commission;
- to implement and follow up on the progress of the project costs;

- to organize general and regular meetings, review meetings, and events.

Table 1. Work Package Leaders.

| WP# | Assigned Leader | Consortium Partner |
|-----|--------------------------------|--------------------|
| 1 | João Cortez (also Coordinator) | 1 - UCP |
| 2 | Darius Milčius | 4 - VMU |
| 3 | Michael Mrissa | 7 – UP |
| 4 | Svetlana Dimitrova | 3 -SU |
| 5 | Malgorzata Kloskowicz | 6 - USiL |

2.1.4. Work Package Leaders

The WP Leaders were assigned during the project's kick-off meeting (hybrid meeting, on 11-12 June 2025; in-person at Universidade Católica Portuguesa, Porto, Portugal) and are named in Table 1. The WP leader's main tasks at the WP level are:

- to follow up on the work proposed on the task with other partners;
- to coordinate practical/technical work;
- to communicate with the WP-specific Task Leaders and provide the material for deliverables and reporting according to the project plan.

2.1.5. Task Leaders

The assignment of the Task Leader is the responsibility of each organization. The WP leader must be informed as soon as a new designation occurs. The task leader's main responsibilities are:

- to follow up on the work proposed on the task by other partners;
- to coordinate the practical/technical work to be developed in the task;
- to communicate with the WP leader and provide the material for deliverables and reporting according to the project plan.

2.1.6. Decision-making mechanisms

Decisions are handled at different levels according to the decision's impact on the project (Table 2). As a general rule, LETSGROW will try to reach decisions using common sense and informal means. Formal procedures such as voting will be used only when essential. All decisions with a major impact on the project progress will be documented via meeting minutes or other formal ways.

Table 2. Decision-making mechanism summary.

| Decision-kind | Level | Decision mechanism |
|---|-------|--|
| Minor impact (e.g. changes on the work plan to accomplish task goal, alternative approach to a technical issue) | WP | - Verbal consensus; - Continuous communication <i>via</i> email, intranet and regular online meetings; Reporting to the Project Manager and Coordinator. |
| Medium to major impact (e.g. delivery date change, changes which will reflect in other WPs work plan, minor project level change) | EC | - Verbal consensus; - Vote (if necessary) by simple majority; - Communication when necessary; - Online Meetings every 2 months; - Coordinator contacts the EC. |
| Majour impact (e.g. partner leaving the Consortium or other Consortium change, milestone changes, disagreement between partners regarding a change, reallocation of budget between WPs/work partners) | EC | - Voting mandatory by majority; - F2F meetings every 6 months; - Coordinator contacts the EC. |
| Higher impact (re-planning requiring the approval of the EC according to the terms of contract) | EC | - Coordinator contacts the EC. |
| Minor impact (e.g. changes on the work plan to accomplish task goals, alternative approach to a technical issue) | WP | - Verbal consensus; - Continuous communication <i>via</i> email, intranet and regular online meetings; - Reporting to the Project Manager and Coordinator. |

In this kind of dynamic project, changes are expected to occur, and the project plans will need to be adapted. These changes will be implemented without undue formalities. To identify problems and the need for change, the project's progress will be monitored closely and adapted whenever necessary. Risk assessments will be performed by the PMB during the intermediate meetings. If a high risk is identified, changes might be required in the project planning. Initial risks have been identified in the Grant Agreement (see Table 2), and the list will be updated by the PMB during the duration of the LETSGROW project.

2.1.7. Conflict management and resolution

All Partners are responsible for identifying, in a timely manner, any conflicts that may arise during the project. Detailed conflict resolution will be defined in the Consortium Agreement. The conflict resolution protocol will be established according to the following guidelines:

- the conflict resolution measures must NOT contradict the project contract, CA, and/or any national and EC regulations;
- conflicts will be resolved within the framework of the LETSGROW consortium and will not be moved to legal and court disputes;
- partners should notify any signal of disagreement to the WP leader or the Coordinator;
- the Coordinator (or WP leader) will serve as a mediator in the conflict by separately contacting all parties to clarify the viewpoints. Based on the clarifications, the Coordinator or WP Leader proposes a solution. If necessary, the PMB will intervene to mediate a decision;

- if no agreement is achieved with the manager mediation, the GA must be called to discuss and vote on the matter (decision by 2/3 majority, at a special meeting if necessary). If the issue reaches the GA, all discussions and decisions must be documented;
- the Coordinator must act according to the majority vote decision on the GA;
- it is expected that all partner participants use common sense to avoid any conflicts.

3. Quality Management

Quality Management will be embedded across all phases of the project through specific guidelines and rules. These include regular internal reviews, clearly defined KPIs, and structured risk monitoring. Deliverables will be accessible to all consortium partners, and selected members will be responsible for their revision. The project coordinator and project managers will oversee compliance with EC standards, and WP Leaders will ensure that all tasks within their scope meet the quality benchmarks. Continuous monitoring, reporting, and feedback mechanisms will help identify areas for improvement and ensure the timely delivery of high-quality outputs.

3.1. Quality Management Roles

The implementation of quality processes within the various tasks and the individual contribution of each Consortium Member is the responsibility of each Consortium Member. Quality issues will be addressed by the Project Coordinator and the General Assembly (GA) meetings, and guided and monitored by the Project Manager. The Project Coordinator will review the project progress as described later in this document. Thus, the Consortium Members are working in defined Quality Processes and Standards and continue their work in their existing environment.

3.2. Document repository

A document repository in the format of an online folder was created and set up by UCP, where all project documentation, including official documents, templates, meeting minutes, deliverables, and working documents, will be stored. Access to this repository has been given to consortium members, and different permissions (read, read-write, etc.) are applied according to each member's needs and level of responsibility. The following folders were created, and the repository will be updated throughout the project lifetime:

- Deliverables: contain separate subfolders per deliverable. This folder is just used to store already released versions of the deliverables.
- Official documents: separate subfolders are available for Consortium Agreement, Grant Agreement, and project templates. Participants have read-only access to this folder. Read-write access is reserved for the coordinator.
- Project meetings: contains a separate subfolder per meeting, named “meeting description and location, date”. All information related to each meeting will be stored here, including presentations given at the meeting.

- WPs: individual subfolders are created per WP. All information related to ongoing WPs is stored here, including working documents, non-released versions of deliverables, etc. The management of these folders is the responsibility of each WP leader, and changes should always be authorised and communicated to them.

- Contact list and mailing lists: the consortium has identified the names and contact details of: i) a main contact person per partner; ii) a communication manager per partner; iii) a financial contact person per partner; iv) a person acting as WP leader for all WPs; v) all General Assembly members.

3.2.1. Templates

Templates have been prepared to support standardization, quality assurance, compliance, and streamlined communication throughout the project lifecycle.

These include generic documents for project meetings, presentations, meeting minutes, etc. Others are related to WP2 training activities, and some will be presented in D2.1, or WP3 mobility activities, and include, for example, registration forms, announcements, service quality surveys, etc.

All consortium members have access to these and future templates, and have to comply with them in all project activities to ensure and facilitate:

- Standardization and Consistency
- Time Efficiency
- Compliance with EU Requirements
- Quality Control and Risk Management
- Facilitated Communication
- Audit and Documentation
- Onboarding and Training tools

3.3. Problem Reporting

Within the LETSGROW project, a problem is any event that may impact project quality or the timely delivery of deliverables and milestones. Such issues must be reported immediately to the Project Coordinator and the PMB via internal and periodic reports, or through direct communication if urgent action is required. Reported problems will be assessed, and appropriate solutions will be implemented.

3.3.1. Risk Management

If necessary, a problem may be escalated to a risk under the risk management system to be developed and updated continuously with Task (T) 1.4 “Impact monitoring and assessment”. In T1.4, the initial risk analysis (Table 3) will be reviewed at project start, and a risk mitigation plan will be agreed upon by the consortium, the management board, and the different units. This risk management system will guide risk management throughout the project’s duration (M1–M48; June 2025 to May 2029).

Table 3. Critical risks & risk management strategy for the different work packages (WP).

| Risk # | Description | WP # | Proposed Mitigation Measures |
|--------|--|------|--|
| 1 | Partners do not contribute timely to the action plan (Low/ Medium). | All | Partners are fully committed. The Coordinator will communicate effectively the vision, duties, and advantages to all partners and promote engagement. |
| 2 | Timely alignment of tasks between WPs as planned is hampered by unexpected delays (Low/Medium). | All | Unexpected delays in some Task(s) mitigated by developing a clear management plan, including realistic time frames for bilateral and multilateral exchanges between partners between formal milestone deadlines. |
| 3 | Low engagement in the training program by participants may hinder its effectiveness (Low; High). | WP2 | Conduct extensive outreach and engagement activities to ensure wide participation. Execute additional surveys on potential participants to ensure alignment with their needs. |
| 4 | Limited engagement of talents attending the Summer Schools in the case competition (Low; High). | WP2 | To incentivise the engagement of talents in the SS, a prize will be offered to the winning team. The prize can range from internships in companies, mentorships or a monetary prize via partnerships with local businesses. |
| 5 | Language and cultural differences hamper the collaboration (Medium; High). | All | The partners have already ongoing collaborations and have joined efforts to collaborate in the proposal development. Yet, this will be a matter addressed in the PCDP, and if/when needed, we will provide language support programs and intercultural training for talents. |
| 6 | Low number of applicants to the mobility program (Low; High). | WP3 | Extend the application deadline, promote information sessions, and increase dissemination. Promote incentives and clarify career benefits. |
| 7 | Selected staff members decline the offer for mobility (Low; Low). | WP3 | A waiting list of applicants will be established. If a person declines, the position will be offered to the next person on the waiting list. If no qualified candidate from the reserve list is available, the mitigation for the low number of applicants will be applied. |
| 8 | Change of priorities in the work plan (research or R&I support) (Low; Medium). | WP3 | Verify plan of work with Mentors 6 months prior to selection of candidates. Consider an alternative plan, elaborate proposal, and submit to the Commission's approval rapidly, ensuring time for implementation. |
| 9 | Talent unsatisfied with practical circumstances of the mobility or personal issues (Low; High). | WP3 | Frequent monitoring by the assigned mentors, with weekly meetings. The Project Manager will be the point of contact for staff members and assist in resolving any issues as smoothly as possible. |
| 10 | Insufficient participants in the surveys (Medium, Medium). | WP4 | The partners will ensure 2-3 rounds of invitations and will use all possible channels to spread them among relevant target groups. |

| | | | |
|----|---|-----|--|
| 11 | Difficulty in tracing, selecting, and collating relevant use case scenarios due to incomplete or insufficient data (Low, Medium). | WP4 | Establish clear criteria for selecting use cases, ensure regular and open communication with all consortium partners to gather comprehensive data, and utilize multiple data sources and verify the accuracy and relevance of the information. |
| 12 | Limited outreach of communication activities (Low; High). | WP5 | Increase the engagement via co-promotion strategies, such as collaboration with influencers, inclusion of multimedia elements in the publications, and/or personalized emails. |
| 13 | Insufficient Engagement with Target Audiences/ Stakeholders (Low; High). | WP5 | Develop a detailed stakeholder engagement plan, use targeted communication channels, and regularly evaluate and adjust strategies based on feedback from stakeholders. |

4. Innovation Management

As a project with a strong basis in small research projects, LETSGROW offers opportunities for innovations. Innovations are partly generated within the Consortium as a joint effort and partly as individual partners' in-house processes. Innovation management will be implemented to allow the Consortium to respond to external or internal opportunities and to use creative efforts to introduce new ideas, services, processes, or products. The key innovation management activities of LETSGROW are to monitor innovation actions and support partners in enhancing the integration of new knowledge. The goal is to carefully identify partners' innovation and market needs and support them so that they can enhance their potential to deliver impact. Innovation management is closely related to the project tasks related to exploitation and defining the exploitable and IPR management (WP5), which allows all partners to build their innovations in a manner that explicitly protects their IPR. Innovation management will be discussed in every PMB meeting. The innovation process will be regularly monitored through intermediate management reports, meetings, and telephone calls, etc. IPR and their management will follow the rules of the Grant Agreement and the CA of LETSGROW.

5. Project Communication

5.1. Meetings

Regular face-to-face (F2F) or online meetings of the PMB and GA are organized following the schedule in Table 4. The exact meeting dates are decided in the previous meeting, and availabilities of the partners are asked for by a doodle before the meeting. Follow-up meetings will be organized every 2-4 weeks online and F2F every 6 months. Additional meetings between partners will always be organized when necessary (online or F2F, according to the needs). All project meetings' minutes will be compiled and uploaded onto the project's intranet and/or sent by email.

Table 4. LETSGROW planned F2F meeting dates and places.

| Meeting description | Meeting location | Associated events | Date |
|---------------------|----------------------------|----------------------------|------|
| Kick-off meeting | UCP, Porto, PT | - | M1 |
| Progress meeting | USiL, Katowice, PL | Training (Design thinking) | M6 |
| Progress meeting | LIPOR, Baguim do Monte, PT | Summer School | M12 |
| Progress meeting | VMU, Kaunas, LT | tbc | M18 |
| Progress meeting | USAAR, DE (tbc) | SS (tbc) | M24 |
| Progress meeting | tbc | tbc | M30 |
| Progress meeting | tbc | tbc | M36 |
| Progress meeting | tbc | tbc | M42 |
| Final Meeting | UCP, Porto, PT | Final public event | M48 |

*tbd – To be determined.

Besides the project meetings, LETSGROW will organize 37 training sessions, from which at least 11 will be F2F, including 3 Summer Schools (SS), and a cocreation workshop (M46) with a group of 25 individuals composed of members of the Community of Practice (CoP), other WIDERA-TALENTS-03-01 projects, and external NA entities and consortium partners, as described in the Grant Agreement.

LETSGROW will also have 3 review meetings (M13, M33, and M51) – F2F or online, according to the participants' availability.

5.2. Communication and document management in the consortium

5.2.1. Communication tools

Detailed information regarding the communication tools will be found in D5.1 *DEC plan and Branding & visual identity pack* (available on M6). The DEC (Dissemination, Exploitation and Communication) plan will be updated at M24 (T5.4). A list with the contact information of each member can be found in the shared drive of the project (link below), and it will be continuously updated throughout the project's lifetime.

To ensure good communication between the consortium members, the participants are encouraged to ensure effective knowledge transfer via all project meetings by means such as telephone, video-conferencing (Teams or other), email, project website (www.letsgrow4talents.eu), internal and external communication, and social media.

In addition, a Teams folder ([General](#)) was created as a database for repository and sharing general documentation, meeting documents, guidelines, and all Deliverables, Milestones, and project Reports. Sharing of each folder is provided on a strict need-to basis, and continuously managed and reviewed by the Coordinator and Project Manager.

5.2.2. Data management

Data management will oversee the management of relevant project related data within all project activities and will include: i) elaborating a Data Management Plan (DMP; T1.2 - to be delivered at M6), with schedule updates at M24 (T1.3) and M48 (T1.5); ii) establishing secure routines for data storage and transfer, taking into account the needs for data and results to be transferred between laboratories of the different partners; and iii) developing an Open Data strategy for non-confidential data generated within the project.

6. Project Reporting

The management, coordination, and reporting activities of the LETSGROW project are conducted in WP1. The Coordinator, João Cortez, will implement the project management principles according to the Project Management section, as well as act as the administrative interface with the Commission. In addition, this WP will ensure the effective implementation of the project according to the guidelines from the Commission, the Grant Agreement, and the CA; innovation management and management of risks and quality issues during the project. A Project Management Handbook (D1.1, M4) is herein created at the beginning of the project to guide all consortium members in following common management practices, containing information about the general project management principles, project meetings, human resources, and sustainability. The Grant Agreement foresees the redaction of a Progress Report (D1.5, M12).

6.1. Periodic reporting

The LETSGROW project has 2 reporting periods (M1 to M30 and M31 to M48) and 3 reviews (M13 - technical review, M33, and M51). All partners are requested to submit to the Coordinator periodic reports that include information about their spending and project-related activities at 12-month intervals for overall financial execution monitoring. These periodic reports will be submitted covering the whole project duration. Periodic reports are composed of the technical and financial reports of the reporting period. The reports must follow the reporting template available from the EC Portal and are due 60 days after the end of the period (Table 5). Detailed guidelines for the periodic report can be found in the Grant Agreement.

In brief, the Periodic Report must include the following:

- (a) a periodic technical report containing:
 - i) an explanation of the work carried out by the Beneficiaries in each WP;
 - ii) an overview of the progress towards the objectives of the action, including milestones and deliverables.
 - iii) a summary for publication by the EC;
- (b) a periodic financial report containing:
 - i) an individual financial statement from each beneficiary for the reporting period concerned;

ii) an explanation of the use of resources and the information on subcontracting (see Article 6 of the Grant Agreement) and in-kind contributions provided by third parties (see Articles 6 and 9) from each beneficiary, for the reporting period concerned.

Table 5. LETSGROW Reports and due dates.

| Type | Final Recipient | Responsible partners | Period | 1 st draft | Due date |
|--------------------------------|-----------------|-----------------------------|---|-----------------------|--------------------------------|
| Periodic Reports (M12, 24, 36) | Coordinator | ALL (one from each partner) | <u>01.06.2025 – 31.5.2026 and for each 12 months thereafter</u> | = | <u>15 days before deadline</u> |
| Progress Report (M12) | EC | ALL | <u>01.06.2025-31.05.2026</u> | <u>01.05.2026</u> | <u>31.05.2026</u> |
| Final Report (M48) | EC | ALL | <u>01.06.2025-31.05.2029</u> | <u>01.06.2029</u> | <u>30.06.2029</u> |

6.2. Final report

The final report has the same structure as the periodic reports but contains information related to the whole project period. The report must follow the reporting template available from the Funders and Tenders Portal and is due 60 days after the end of the period. This report is the request for payment of the balance. Detailed guidelines for the periodic report can be found in the Annotated Grant Agreement.

In brief, the final report must include the following:

- (a) a final technical report with a summary for publication containing:
 - i) an overview of the results and their exploitation and dissemination;
 - ii) the conclusions on the action,
 - iii) the socio-economic impact of the action.
- (b) a final financial report containing:
 - i) the final summary financial statement created automatically by the electronic exchange system, consolidating the individual financial statements for all reporting periods and including the request for payment of the balance, and
 - ii) a certificate on the financial statements for each beneficiary, if the requested EU contribution to costs of EUR 430 000 or more, as reimbursement of actual costs and unit costs calculated based on its usual cost accounting practices.

6.3. Reports and other documentation

The name of the report or other document should follow the structure: LETSGROW_<date (if applicable) YYYYMMDD>_M<month>_<name>_drafty-y<author>.<extension> when in progress and LETSGROW_Dx.x_<name>_final in its final form for delivery.

For example:

- Meeting minutes will be:

LETSGROW_20250611_M1_Meeting_Minutes_draft1-0_JC.doc

- Periodic reports will be:

LETSGROW_M13_Periodic_Report_draft1-0_JC.doc

- Deliverables will be:

LETSGROW_20250901_M4_D1.1_Project_Management_Handbook_draft1-0_JC_CQ.doc

Templates for all official documentation (e.g., Deliverables, Milestones, and Reports) will be made available to all Consortium Partners in the shared folder, and their use is mandatory. All official documentation must follow the guidelines and include the GA number 101217477 and the mandatory logos.

7. Deliverables preparation

7.1. Deliverable definition

To evaluate the development of the various activities of the LETSGROW project, a total of 23 deliverables will be produced during the project lifetime (listed in Annex 1. List of Deliverables listed by due date; in Annex 2 are listed the project Milestones). Deliverables are written reports created using the template discussed in the next section and used in this current report. Based on their requirements, they can include various information and/or data in order to provide the necessary information concisely to the consortium and to other audiences (when the deliverable has a public dissemination level).

7.2 Deliverable structure and template

The LETSGROW project deliverables are based on a common structure (Table 6) and template (Annex 3), which is available in the shared drive of the project. This template aims to facilitate the understanding of the deliverable requirements and provide easy-to-use information to the internal support team as well as the EC review team.

Table 6. Deliverable structure.

| Section # | Name | Content | Extent |
|---------------|---------------------------------|---|-----------------------------|
| | Cover page | LETSGROW project logo and details. | <u>1 page</u> |
| | Title page | Title of the deliverable; Project documentation sheet; Deliverable documentation sheet. | <u>1 page</u> |
| | (Document history) | When applicable, it shows the updates made since the last published version. | <u>Concise</u> |
| | Table of contents | Automatic table of contents | <u>Not limited</u> |
| 1 | List of Abbreviations | Reference source of abbreviations used in the document | <u>Not limited</u> |
| | List of Figures | Automatic list of Figures | <u>Not limited</u> |
| | List of Tables | Automatic list of Tables | <u>Not limited</u> |
| 2 | Executive Summary | Explains the relevance of the deliverable to overall project objectives and specific added values. | <u>Max. 1 page</u> |
| 3 | Introduction | When applicable, describe the general goal of the deliverable as well as the specific objectives. Includes the release date as well as planned updates (when applicable). | <u>Concise, not limited</u> |
| 4 5 ... | Main content of the Deliverable | Body of deliverable. Introduces results of the deliverable task(s) and new findings. Includes graphs, diagrams, tables, and maps of knowledge. | <u>Concise, not limited</u> |
| X | Annex | Additional information | <u>Not limited</u> |

7.3 Deliverable preparation procedure

In order to improve the quality of the deliverable and ensure its timely delivery for review and submission, a deliverable preparation procedure is applied according to Table 7.

Table 7. Schedule for the Deliverable preparation.

| Task | Description | Deadline |
|--|--|-------------------------------------|
| Planning | The beneficiary in charge identifies a person responsible for the deliverable (= Deliverable Author), who will create a document based on the deliverable template with headlines and bullet points. | 2 months from the start of the task |
| Main content creation | The Deliverable Author works with co-authors (all partners represented in respective tasks) on the main content of the deliverable using task results. | Entire task lifetime |
| First draft preparation | The Deliverable collects the results and contributions from co-authors. The Deliverable author compiles the contributions in a cohesive document and is responsible for achieving this deadline. | 4 weeks before the submission date |
| Review of the first complete draft by the work team of the task | The Deliverable Author sends the document for review to all co-authors and the project Coordinator. The review at this stage is primarily for content, technical accuracy, and feasibility. | 2 weeks before the submission date |
| Final document | The Deliverable Author approves/rejects partner contributions to the document, makes final changes to a final draft, and uploads it to the portal. | 1 week before the submission date |
| Submission | The project Coordinator submits the final document. | Submission date |

7.4. Sensitivity of deliverables

A majority of LETSGROW deliverables (15 in 23) are public and only 8 are meant only for the project Consortium (including the EC). Foreground knowledge will be owned by the partners who developed it. Each partner is responsible for taking the necessary steps to secure the Intellectual Property of the knowledge or results created during the project. Project IPR management, always in compliance with EC guidelines, will be executed in WP5. The Exploitation Manager will be responsible for ensuring its implementation and will be overseen by the EB. All non-commercial results and outcomes of LETSGROW will be widely disseminated through open-access peer-reviewed scientific publications, subject to prior permission to publish from the partners involved in the knowledge. The same will take place for exploitable results after adequate protection has been ensured. The Research and Innovation Office of UCP will be responsible for assisting the Consortium in taking the appropriate steps for securing the IP of the knowledge or results created during the project and will support the Coordinator as necessary. A specific member of this office will be assigned to act as the project Exploitation Manager and will liaise closely with the Project Manager to be hired to ensure all relevant IP is protected.

8. Annexes

Annex 1. List of Deliverables (sorted by due date).

| Del. # | Del. Name | WP # | Lead | Type & Dissemination Level | Due Date (M#) |
|--------|--|------|----------|---|---------------|
| D1.1 | Project Management Handbook | 1 | 1 - UCP | R - Document, report & PU - Public | 4 |
| D2.1 | Training calendar | 2 | 4 - VMU | R & PU | 4 |
| D3.1 | Mobility Plan including PCDP | 3 | 7 - UP | R & SEN - Sensitive | 5 |
| D1.2 | Data Management Plan | 1 | 1 - UCP | R & PU | 6 |
| D2.2 | Assessment toolkit for training events | 2 | 4 - VMU | R & PU | 6 |
| D5.1 | DEC plan and Branding & visual identity pack | 5 | 6 - USiL | R & SEN | 6 |
| D3.2 | Mobility monitoring toolkit | 3 | 7 - UP | R & PU | 8 |
| D4.1 | Map of LETSGROW resources and Eco-system needs | 4 | 3 - SU | R & SEN | 9 |
| D1.5 | Progress Report | 1 | 1 - UCP | R & PU | 12 |
| D3.5 | Report on Secondments | 3 | 7 - UP | R & PU | 12 |
| D1.3 | Data Management Plan - Midterm | 1 | 1 - UCP | R & PU | 24 |
| D4.2 | CoP platform ready | 4 | 1 - UCP | DEM - Demonstrator, pilot, prototype & PU | 24 |
| D5.4 | Updated DEC Plan | 5 | 6 - USiL | R & SEN | 24 |
| D3.6 | Secondments report 2 | 3 | 7 - UP | R & SEN | 30 |
| D3.4 | Mobility promotion plan for academic and NA institutions | 3 | 7 - UP | R & PU | 45 |
| D4.3 | Good practice guide | 4 | 3 - SU | R & PU | 45 |
| D2.3 | Recommendations and best practices for training | 2 | 9 - UA | R & PU | 47 |
| D4.4 | Policy brief with recommendations | 4 | 3 - SU | R & PU | 47 |
| D5.2 | Final event: Let's Liberate Interoperable Careers | 5 | 1 - UCP | DEM & PU | 47 |
| D1.4 | Data Management Plan - final | 1 | 1 - UCP | R & PU | 48 |
| D3.3 | Mobilities Report | 3 | 7 - UP | R & SEN | 48 |
| D3.7 | Final Secondments report | 3 | 7 - UP | R & SEN | 48 |
| D5.3 | Exploitation Pathways | 5 | 6 - USiL | R & SEN | 48 |

Annex 2. List of Milestones.

| Milestone # | Milestone Name | WP # | Lead | Means of verification | Due Date (M#) |
|-------------|--|------------|----------|---|---------------|
| 1 | Project management guidelines ready | 1 | 1 - UCP | D1.1, report | 4 |
| 2 | First call for mobilities launched | 3 | 7 - UP | Published call | 5 |
| 3 | Mentor's debrief and training session held | 3 | 7 - UP | Minutes from the meeting | 5 |
| 4 | Project Website launch | 5 | 6 - USiL | Website page online | 5 |
| 5 | First training session implemented | 2 | 4 - VMU | Event programme & list of attendees | 7 |
| 6 | First PCDP & RP signed by Talents and institutions | 3 | 7 - UP | Documents (PCDP & RP) | 9 |
| 7 | First mobility started | 3 | 7 - UP | Plane tickets, 1st meeting | 13 |
| 8 | CoP launched | 4 | 1 - UCP | CoP public and operational | 25 |
| 9 | 5 virtual events in widening countries, promoting synergy with other projects/ initiatives delivered | 4 | 3 - SU | Programme of events, attendees registered | 45 |
| 10 | Long-term Sustainability Plan | 4, 3, 2, 5 | 6 - USiL | Report | 48 |

Annex 3. Deliverable Template.



Deliverable No.

Title



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|------------------------------|--|
| Project Acronym | LETSGROW |
| Project Title | Bridging Academia and Industry for Sustainable Agri-Food Solutions |
| Call | HORIZON-WIDERA-2024-TALENTS-03-01 |
| Grant Agreement ID | 101217477 |
| Project Duration | 48 months |
| Coordinator | João Cortez Universidade Católica Portuguesa |
| Number of Deliverable | |
| Title of Deliverable | |
| Related WP | |
| Lead Beneficiary | |
| Author(s) | |
| Contact e-mail(s) | |
| Type of document | |
| Dissemination level | |
| Due date | |
| Date of Submission | |
| Version | |

| Document History | | |
|------------------|------|--------|
| Version | Date | Status |
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Executive Summary

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[Insert Figure]

Figure 1. Lorem ipsum dolor sit amet.