D1.1 – Project management plan

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PROJECT INFORMATION

Project Acronym	**COMUNIDAD**
Project Title	**Combined Use of EGNSS and Copernicus Data to Develop Innovative Downstream Services for the Users from Chile and Colombia**
Grant Number	**101131859**
Project Duration	**24 months**

DELIVERABLE INFORMATION

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Task	**T1.1, T1.2**
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0.2	19/03/2024	LESP	Developed a section for Management
0.3	21/03/2024	LESP	Added section for Collaboration tools
0.4	26/03/2024	LESP	Developed a section for the project structure
0.5	02/04/2024	LESP	Added section for useful documents
0.6	04/04/2024	LESP	Finalisation for the review
0.7	10/04/2024	BOSC	Comments by review
1.0	12/04/2024	LESP	Submitted version
1.1	07/06/2024	LESP	Required revisions done

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Definitions, Acronyms and Abbreviations

CA	Consortium Agreement
GA	Crant agreement
Dx	Deliverable (where x defines the deliverable identification number, e.g. D1.1.1)
EC	European Commission
EU	European Union
MB	Management Board
Mx	Month (where x defines a project month, e.g. M10)
MoM	Minutes of Meeting
PCO	Project Coordinator
PO	Project Officer
PU	Public
PMP	Project Management Plan
TM	Technical Manager
WP	Work Package
WPL	Work Package Leader

Term	Definition
Beneficiary	EC term used to designate the legal entity which has signed the Grant Agreement. This term is often substituted by the common language term 'partner'.
Consortium	Group of beneficiaries that have signed the Consortium Agreement and the Grant Agreement (either directly as Coordinator or by accession through the Form A).
Consortium Agreement	Contractual document signed by all the beneficiaries (and not the EC), explaining how the Consortium is managed and works together.
Deliverable Leader	Responsible for ensuring that the content of the deliverable meets the required expectations, both from a contractual point of view and in terms of usage within the project. Is also responsible for ensuring that the deliverable follows the deliverable process and is delivered on time.
Description of Action	Annex 1 to the Grant Agreement. It contains information on the work packages, deliverables, milestones, resources and costs of the beneficiaries, as well as a text with a detailed description of the action. The DoA is made of Part A (structured data collected in web forms and workplan tables) and Part B (text document describing the action elements).
Dissemination	EC term for the communication of information to a wide audience.
Grant Agreement	The contractual document which defines the contractual scope of the COMUNIDAD project. It is signed between the EC and the beneficiaries.

Project summary

The COMUNIDAD project, led by Lesprojekt, utilises Copernicus satellite data and the European Global Navigation Satellite System (EGNSS), along with Artificial Intelligence (AI) and Big Data technologies to transfer technologies and know-how to Latin America. The COMUNIDAD project focuses on improving agricultural and forestry management in Chile and Colombia and aims to develop an infrastructure and a platform that serves as the basis for creating applications that enhance precision, efficiency, and sustainability. This initiative contributes to the socio-economic growth of the South American region. Technological advancements are expected to contribute significantly to practical applications.

Lesprojekt, the project coordinator, draws on its expertise in technology applications in agriculture and forestry to guide the consortium. The project provides actionable insights by employing advanced techniques to incorporate Copernicus services, EGNSS and other spatial datasets. These insights help stakeholders, including farmers, advisors, policymakers, and land managers, make informed decisions that support sustainable practices. Essential data on crop health, land use, and forestry conservation are provided, enhancing land management practices and boosting agricultural productivity.

The COMUNIDAD project transfers experiences and know-how through developing technological components and various training activities and creating training materials utilising developed technical components, the infrastructure, and the platform.

The COMUNIDAD project aims to transform agricultural and forestry management in Latin America through technological innovation and international collaboration based on experiences and know-how from European partners and based on international cooperation with partners from Latin America. The integration of cutting-edge technologies with strategic data analysis is set to improve different domains and promote environmental sustainability in the region.

Executive Summary

Project Management Plan sets a structured, transparent approach to project management that is essential to achieving project objectives while maintaining compliance with contractual obligations.

The core elements of the PMP are the definition of the governance structure, establishment of the main management and communication processes, and guidelines for fulfilling various obligations including Interim and Periodic Reporting.

The governance structure includes a Project Coordinator, a Technical Manager, and Work Package Leaders, who are each responsible for overseeing their respective areas. The Management Board and the General Assembly are bodies within the governance structure that play a crucial role in decision-making and management processes.

The PMP emphasises regular communication at various levels, which is vital for monitoring the project's progress, early identification of risks, and decision-making processes that will keep the project on track to its objectives.

The guidelines for Continuous and Periodic Reporting outline the responsibilities for the various activities within this process and set the rules for quality management. The PMP includes a basic risk management overview, detailed in a separate deliverable D1.4, and principles of conflict management within the consortium.

An overview of the tools that will be used for communication, collaboration and document sharing within the Consortium is also part of the plan.

Introduction

Project Management Plan (PMP) details the structured approach to managing the project's implementation, from organisation and execution to monitoring point of view, to ensure the achievement of project objectives. The PMP emphasises practical governance, efficient communication, and quality management to guide the project towards successful outcomes while meeting contractual obligations.

The following chapters focus on the practical aspects of managing the COMUNIDAD project while respecting the binding rules set out in the Grant Agreement signed by the Granting Authority on the one side and the Project Coordinator and other beneficiaries on the other side. Another key document to which PMP repeatedly refers is the Consortium Agreement, further detailing relationships and rules between the members of the project consortium, which is in the final stage of the approval process at the time of submission of the PMP and will be signed by the consortium members in the coming weeks.

1. Project Governance Structure

Managing the COMUNIDAD project involves operational, technical, financial, and administrative coordination and oversight of various activities. The complexity of the project demands a structured yet flexible management framework. Transparent decision-making processes are essential for advancing the project and building trust among consortium members. Effective conflict management and comprehensive contingency planning are important from the outset.

The COMUNIDAD project is organised into 6 Work Packages (WPs), each divided into specific tasks. Based on the project plan, a Work Package Leader and a Task Leader are appointed for each WP and task. These leaders are responsible for coordinating efforts within their designated areas.

The project is two years long and focuses on integrating and applying Copernicus data and services for agriculture, forestry, and rural development in Chile and Colombia. The work plan includes development, testing, and implementation phases aimed at enhancing the utilisation of EGNSS and Copernicus data, with a goal to support sustainable agricultural and forestry practices in the targeted regions. Training activities in pilot countries, such as Chile and Colombia, will support transferring knowledge and experience to Latin America.
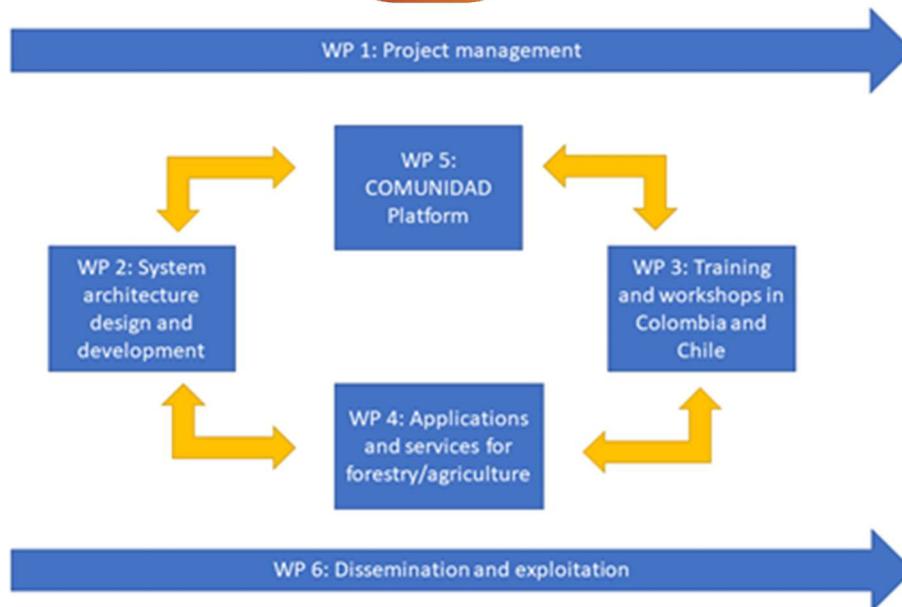
Figure 1: Work package structure

The project management strategy considers all partners' interests and expertise to ensure effective project execution and adherence to the planned timeline. The key project management roles are delineated as follows:

- The Project Coordinator (PCO),
- The Technical Manager (TM),
- The Work Package Leaders (WPL).

The Project Coordinator

COMUNIDAD project is coordinated by Karel Charvát, Jr. The Project Coordinator (PCO) manages the project and ensures that all activities align with the project objectives, timelines, and other contractual obligations. PCO serves as the intermediary between the beneficiaries and the Granting Authority, mediating between consortium members and maintaining communication with the Granting Authority. Other responsibilities of the Coordinator include chairing the Project Management Board and organising the General Assembly according to the rules set out in the Consortium Agreement, overseeing reporting processes and submitting various continuous and periodic reports according to the principles elaborated in the following chapters. The role of the PCO is also important in situations that could disrupt the project's execution.

The Technical Manager

The technical manager of the COMUNIDAD project is Michal Kepka. The Technical Manager (TM) oversees the project's technical objectives, ensuring that the project adheres to its technical roadmap and meets its specified technical milestones. TM communicates with technical partners to maintain the connection between technical design and development in different parts of the technical stack - WP2 and WP5 - to provide components ready for deploying pilot applications - WP4. TM organises regular tech calls with technical partners to plan the development steps and to transfer

the results between WPs on time. TM reports the results from tech calls on the Management Board's meetings and coordinates project milestones reporting with PCO.

The Work Package Leaders

The Work Package Leaders (WPLs) coordinate activities at the work package level, ensuring that each package's objectives and deadlines are achieved.

Each Work Package is led by the partner who is the best skilled in that area, as detailed in the Grant Agreement. Work Package leaders manage activities within their areas and represent their WP on the Management Board, where they communicate with other members about the progress in the respective WP and emerging risks.

WP1 lead: Karel Charvát, Jr., LESPROJEKT SLUZBY SRO (LESPRO)

WP2 lead: Michal Kepka, BALTIC OPEN SOLUTIONS CENTER SIA (BOSC)

WP3 lead: Iván Rivero, FUNDACION SOCIALINNOLABS (SOCIALINNOLABS)

WP4 lead: Gerard Olivar-Tost, UNIVERSIDAD DE AYSEN (UAYSEN)

WP5 lead: Hynek Roubík, CESKA ZEMEDELSKA UNIVERZITA V PRAZE (CZU)

WP6 lead: Hynek Roubík, CESKA ZEMEDELSKA UNIVERZITA V PRAZE (CZU)

General Assembly and Management Board

Along with the roles represented by individuals, the governance structure of the project includes a General Assembly and a Project Management Board.

- **General Assembly (GA):** This body consists of one representative from each partner, accountable for making decisions on behalf of their organisation. The GA is chaired by the Coordinator and acts as the consortium's decision-making body, setting strategic directions and making critical decisions.
- M**anagement Board (MB):** The MB is chaired by the Coordinator, all Work Package Leaders, the Technical Manager. This board is instrumental in guiding the day-to-day operational aspects of the project.

2. Management, Progress Monitoring and Reporting

Internal project management procedures

To ensure that the activities in each WP and Task are carried out in accordance with the Grant Agreement, working together to meet the project objectives and maximise the project impact, the project consortium must have communication and monitoring procedures in place that are sufficient to manage all activities, detect risks and problems

in time, and adopt adequate actions to minimise risks and address issues, but do not burden the partners with more administration and inter-consortium communication than necessary.

To ensure sufficient communication between the coordinator and the consortium partners and the flow of information in both directions, regular monthly online meetings will be organised, which will include a monthly Management Board meeting, a monthly Technical Meeting and a monthly meeting of each of the ongoing Work Packages. Each of the regular online meetings will be followed by noting the main decisions and actions in minutes that will be prepared by the person chairing the meeting or the organisation they represent.

Management Board meetings

Regular monthly Management Board online meetings will be held for the overall coordination of project activities, particularly the coordination of work between the individual WPs. The Management Board meetings will include risk management involving monitoring the risks described in the grant agreement, including the addition of new risks if they arise and the proposal of risk mitigation measures. At the monthly Management Board meetings, each WPL will update the Management Board on the progress of the respective WP and planned next steps, as well as point out impending delays in planned activities and other issues or risks associated with the activities of the respective WP. If there is a significant risk that the work in a particular WP or project as a whole will deviate from the plan, the Management Board will propose, and the Project Coordinator will decide what steps should be taken in each WP to implement the project in accordance with the Grant Agreement. In case of significant impending deviations or other matters where the Grant Authority's position is required, the Management Board will suggest to the Project Coordinator that the issues be communicated to the Grant Authority, represented by the Project Officer.

General Assembly

The General Assembly is the main decision-making body of the project consortium, consisting of one representative of each partner (referred to as "Member"). Any Member should be present or represented at any meeting, may appoint a substitute or a proxy to attend and vote at any meeting and shall participate in a cooperative manner in the meetings.

The following rules apply to the ordinary General Assembly. More details, including rules on quorum, veto power, rules for extraordinary General Assembly, as well as rules for decisions without meeting are set out in the Consortium Agreement. The Consortium Agreement also contains a list of decisions to be made by the General Assembly.

The Project Coordinator is responsible for organising and chairing the General Assembly and the General Assembly is to be held at least once every six months. In addition to the regular meetings, the General Assembly may also be convened at the written request of any Member. The Project Coordinator shall notify all Members of the date and method (physical meeting or teleconference) of the General Assembly no later than 14 days in advance and provide the agenda. Members can add agenda items up to 7 days before the meeting.

Any agenda item that requires a decision must be identified as such in the agenda.

Agenda items may also be added during the General Assembly Meeting if all Members unanimously agree.

Technical Meetings

The Technical Coordinator will organise regular monthly online technical meetings. The goal of technical meetings is technical coordination of the design and development of the Infrastructure, the COMUNIDAD Platform and pilot applications deployed on the Platform. The technical meetings will follow the initial WP2 meetings, where all partners will contribute to the Requirements definition. These technical meetings will be attended mainly by the heads of the

development teams of technical or pilot partners and, if required, by other persons involved in the project implementation (PCO, WP4 leader, etc.).

Work Package Meetings

The main focus of these meetings will be to coordinate the activities between the tasks of the respective WP and plan the next steps for each task to implement the work in accordance with the Grant Agreement and achieve the strategic objectives of the project. The meetings will include reporting on the progress, deviations and risks of the tasks by the Task Leaders to the WP Leader so that the WP leader has a basis for communicating these matters and needs arising from individual tasks and WP as a whole to the Management Board. WP1 meetings will not be organised as the project management matters will be addressed at the Management Board meetings.

Other meetings and communication within the consortium.

In addition to the above regular meetings, WP Leaders, Task Leaders, and other partners are free to organise other meetings, regular or ad hoc, if needed for their work and to use any suitable form of communication with other partners. Should the situation demand it, especially in urgent cases where negative impacts on project implementation are imminent, partners are encouraged to contact a WP leader or coordinator without undue delay, according to their best judgement, at which level the matter needs to be addressed.

Continuous and Periodic Reporting

Mandatory reporting in the project includes continuous and periodic reporting. Continuous reporting has several different components, and this chapter summarises the continuous reporting processes and the division of responsibilities. Periodic reporting includes technical and financial reporting, which is described in more detail in the respective subchapter.

Continuous reporting

All partners must contribute to the continuous reporting of the action (e.g., deliverables, milestones, outputs/outcomes, communication, dissemination, results, impacts, critical risks, indicators, etc.) For each category of continuous reporting items, the project coordinator or the partner appointed by the project coordinator will be responsible for collecting input from all partners.

Subsequently, the Coordinator, another person authorised by the Coordinator, WP leaders or, in some cases, the partners themselves will enter the relevant inputs into the Portal Continuous Reporting tool following the contractual obligations set out in the Grant Agreement and the requirements of the Granting Authority. The breakdown of continuous reporting responsibilities is shown in the following table.

Reporting	Reporting tool input by	Preparation process
Deliverables	Project Coordinator	The deliverable leader is responsible for preparing the deliverable and managing the contributions of the individual

		partners. When the deliverable is complete, the Deliverable Leader submits the deliverable to the internal review process. When the deliverable is approved by the internal reviewers, internal reviewers will notify the coordinator. The Project Coordinator uploads the deliverable to the portal and submits it. The process is detailed in the following subchapter.
Milestones	Project Coordinator	The Project Coordinator will gather input for milestone reporting based on information from individual WP leaders, the status of deliverables and overall project implementation oversight.
Critical Risks	Project Coordinator	WP leaders will monitor the risks within the WP they lead and report updates to the coordinator. The list of critical risks will be updated at regular Management Board meetings.
Dissemination and communication activities	CZU	The WP6 Leader will maintain a log of dissemination and communication activities, get input from partners, check the status of dissemination and communication activities at regular WP6 online meetings and insert records into the Portal.
Publications	Partners	Any publication published with acknowledgement of the COMUNIDAD project should be uploaded by authors to the ZENODO database with corresponding Funding information. Partner whose researchers or other staff members are authors of the publication will insert the publication into the Portal, or it can be automatically propagated through the OpenAIRE database.
Impact, Impact Continuation, Results, Other Results, Data Sets, IPR.	Project coordinator	The coordinator will fill in and update these sections based on information from WP leaders or other partners.

Table 1 - Reports inserted on the Participant portal

Quarterly reporting to the granting authority

Each quarter, the Project Coordinator will prepare a report briefly summarising the project's overall progress as required by the Granting Authority. The Project Coordinator will enter results into a Spreadsheet template provided by the Granting Authority. The basis for these reports will be obtained mainly from the Coordinator's oversight of the overall progress of the project, information from WP Leaders obtained at Management Board meetings or otherwise, and from other parts of the Continuous Reporting. If necessary, the coordinator will request the provision of any additional relevant information for quarterly reporting from other participants. Progress will be discussed at a quarterly online meeting organised by the Granting Authority, attended by the Project Officer, reviewers and, if necessary, some other members of the Management Board invited by the Coordinator.

Deliverables

To ensure high quality of deliverables and their timely delivery, the Consortium has implemented a deliverable control process. The project coordinator will assign two persons as internal reviewers to each deliverable based on the agreement with the individual partners. For this assignment, the resources allocated to each partner in the different work packages will be considered.

The leader of each deliverable specified in the Grant Agreement is responsible for the preparation of the deliverable and the timely submission of the deliverable to the internal review process. The deliverable leader can independently manage and collaborate with project Partners involved in the specific tasks and associated deliverables.

When the deliverable is completed, the deliverable leader will submit the deliverable for internal review to the assigned persons no later than three weeks before the official deadline for submitting the deliverable to the Participant Portal. Internal reviewers have one week to review the deliverable, provide comments, and request revisions.

When the internal review process is complete, the Deliverable leader is responsible for responding to comments and processing the review requests within one week. Since the creation of deliverables and the internal review process will occur online in a shared Google Drive folder, the deliverable leader can begin processing the revision requests during the week allotted for internal review.

The deliverable leader will notify the internal reviewer when the review requests have been completed.

The internal reviewer will perform a final revision of the deliverable and inform the Coordinator. The Project Coordinator will then submit the deliverable via the reporting tool on the Participant portal.

It is the responsibility of each WP Lead to ensure that the process of preparing deliverables associated with their WP is on schedule and to report any impending deviations to the Project Coordinator at Management Board meetings or through any other suitable communication channel.

To standardise procedures and the format of outputs, templates have been prepared and shared with the Partners through the project's Google Drive.

All project Partners are required to use these templates. First, make a copy of the templates from the folder before use, and then proceed to edit the copied template directly within the folder designated for the respective Deliverables.

Periodic reporting

The project action is structured into two reporting periods (RP):

- RP1: From Month 1 to Month 12 - from 01/03/2024 to 28/02/2025
- RP2: From Month 12 to Month 24 - from 01/03/2025 to 28/02/2026

Reports will be submitted via the EU Platform EU Funding & Tenders Portal. The Project Coordinator will prepare, together with WPLs, the technical and financial reports:

- All Partners are expected to report on the work executed during the reporting period.
- Work Package Leaders will report on the WP's progress, including achievements, partner contributions, results of WP tasks, and any deviations from the Description of Action (DoA).

Each partner's financial reporting will include an internal financial report completed in a template to be provided to the partners by the Coordinator and official financial statements, which are the official financial reports collected after the end of each project period (M12 and M24) via the Grant Management System (SyGMA) of the Research & Innovation Participant Portal. The financial statement is a pre-condition for receiving the EC payment for the period; the payments are only processed based on the official cost claim via the Grant Management System.

The financial statement consists of the Individual financial statements and the Explanation of the use of resources. It shall be submitted via the Grant Management System no later than 60 days after the end of the period. The 'Project financial signatory' role is needed to submit the financial statement on the portal.

All beneficiaries complete their own financial statement via the portal, e-sign and submit it to the Project Coordinator within the deadline set by the coordinator. The Coordinator approves the reports and submits them to the EC.

Ethics

In the COMUNIDAD project, addressing ethical concerns is important, covering aspects such as data privacy, human rights, and the potential misuse of technologies. The Management Team and Work Package leaders aim to maintain high privacy and ethics standards according to national and EU regulations, as detailed in D1.2 - Ethical Procedures Report. Strict data collection, storage, and protection measures are implemented to ensure compliance and protect participant rights.

Change Management

Change Management in COMUNIDAD involves a process for proposing, assessing, approving, implementing, and overseeing adjustments to the project's direction or key outputs that influence the final outcomes, including its impact, budget, or timeline.

Any Partner within the COMUNIDAD project may submit a Request for Change (RFC). The Project Coordinator will then ensure the RFC is documented and actively managed until a resolution is reached.

Requests for change in COMUNIDAD may vary in nature and scope. The processing of change requests will be carried out following the rules set out in the GA and CA.

In case of minor changes allowed by GA, CA not affecting the project implementation and other partners, the coordinator will approve the change and inform the Management Board, other partners and the Granting Authority.

In case of requests for any changes that may require formal approval from the Granting Authority, the Coordinator will consult in advance with the Granting Authority represented by the Project Officer.

Requests for changes that may impact project implementation or other partners will be addressed at the Management Board level and, if contracts require, at the General Assembly level.

If the change request is approved by the project governing bodies, the Coordinator will initiate formal procedures requesting approval of the changes by the Granting Authority and, when the request resolution is finalised, informs the partners.

Conflict Resolution

During the COMUNIDAD project, partners will seek consensus on various actions. If the parties involved cannot reach a consensus, conflict resolution procedures will be initiated at the WP or Management Board level, depending on the nature and extent of the issues. Conflicts regarding issues within the boundaries of contractual commitments that do not necessitate changes to the Description of Action (DoA) or budget/resource adjustments will be addressed during regular monthly calls, and the respective WP leader or Project Coordinator, depending on the scope of the conflict, will moderate the process in order to reach a consensus. However, if unresolved within a reasonable timeframe and if beneficiaries maintain incompatible positions, to prevent deadlock and operational risks, the General Assembly will decide by the rules set in the Consortium Agreement.

Major conflicts requiring changes to the Grant Agreement and its annexes will be directly resolved at the General Assembly level. If necessary, formal amendment request procedures will be initiated according to the rules set out in the Grant Agreement and the Consortium Agreement.

Risk Management

Risk management is a critical component of project management and leadership. The Risk Management Plan outlines a strategy for the effective identification and mitigation of all potential risks that could, in one way or another, jeopardise project success.

The Coordinator will monitor and evaluate each potential risk during the project implementation. Consortium Partners are involved in identifying emerging risks and will report these to the WP lead and the Coordinator. WP leaders are tasked with risk management within their respective WPs. They will implement mitigation measures, screen for possible new risks, and inform the Coordinator. The list of risks and mitigating measures will be regularly updated at the Management Board level.

For any minor deviations from the Project plan, the Coordinator, in cooperation with the Management Board, will review and take appropriate actions based on the problem's assessment. If a problem is considered serious, the Coordinator will convene all parties to determine the best course of action while also seeking advice from the Project Officer.

Critical risks have been evaluated in the project proposal and are listed in the Grant Agreement. Risk management, the guidelines for updating the list of critical risks and the rules for applying mitigation measures will be elaborated in the deliverable "D1.4 - Risk management plan".

3. Main tools for collaboration in a project consortium

Document Repository and Online Collaboration

The consortium employs Google Drive as the primary mechanism for online collaboration and as a document repository. The shared Google Drive folder, "COMUNIDAD," has been distributed to all partner contacts in the Contact List table. The online repository is under the administration of the Project Coordinator, who is responsible for ensuring that all project documentation is consistently uploaded and current. The structure of the drive is the following:

- Management - documents related to the project management and financial administration
- Grant Agreement and related - signed version of the Grant Agreement together with the original project proposal
- Meeting minutes - minutes from meetings of different types - WP meetings, technical discussions, Management Board meetings
- Meetings - main folder for official project meetings, workshops, hackathons or other events officially organised during the project
- Deliverables - main folder for all deliverables in the preparation process as well as database of final versions
- Templates and Graphics - a folder with dissemination materials - templates for documents or presentations, project and EU logo
- Workpackages - main folder divided in subfolders for each WP providing a storage for documents related to activities in the corresponding WP

PLEASE NOTE: Access to the COMUNIDAD repository requires an email address associated with a Google account. Should any partner wish to use a different email address (e.g., your Google email) than the one initially granted access, it is advised to contact the Project Coordinator or request access to the folder online.

Online Collaboration

Shared Google Drive is not just a document repository. Still, it is also a comprehensive web-based office suite for real-time document collaboration: Google Docs, Google Sheets, and Google Slides serve as platforms for word processing, spreadsheet management, and presentation creation, respectively. Additionally, Google Drive supports direct online editing and collaboration on MS Office files without converting them into Google Docs format.

To ensure efficient collaboration, all members of the COMUNIDAD team are encouraged to:

1. Consistently upload all documents to the Drive, starting from the initial draft versions.
2. Utilise the online editing tools for collaborative work on all project documents.
3. Upload final documents and submitted versions of official documents.

Document templates

To ensure the high quality of all the project's (both internal and external) documentation, the project management has provided templates of documents that all partners shall use. The templates have been stored in the "Templates and Graphics" folder. Partners are advised to first make a copy of the template before editing it and moving it to respective WP folder. Templates are prepared for:

- Deliverables
- Official documents with letterhead
- Presentations

Mailing Lists

The Consortium mailing list includes the contact emails of all partners as provided to the Project Coordinator in the Contact List table. This mailing list is designated for all communications pertinent to the entire Consortium. Mailing lists will be prepared in different levels of detail - from a general consortium list containing all team members to a specific list for a particular WP.

Communication tools

The primary communication tool between consortium partners will be email. A messaging application will be utilised for both ad hoc meetings and discussions. The proposed applications are Skype or WhatsApp, as they are used by most of the team members. Phone numbers associated with WhatsApp accounts and Skype names will be listed in the Project contact lists, and the particular WP leader will be responsible for choosing which tool should be used. Any suitable teleconferencing tools the organising partner can provide for regular online meetings will be used.

4. Useful Documents

The following list provides an overview of the key documents that partners should follow and consult for information relating to their responsibilities and the individual project management processes, including reporting.

- COMUNIDAD Grant Agreement
  - stored at internal storage - link not available for the public version of the deliverable
- COMUNIDAD Consortium Agreement
  - stored at internal storage - link not available for the public version of the deliverable

- Horizon Europe (HORIZON), HE Programme Guide, version 4.0, 15 October 2023
  - https://ec.europa.eu/info/funding-tenders/opportunities/docs/2021-2027/horizon/guidance/programme-guide_horizon_en.pdf
- Horizon Europe Online Manual:
  - https://webgate.ec.europa.eu/funding-tenders-opportunities/display/OM/Online+Manual
- Deliverables and milestones:
  - https://webgate.ec.europa.eu/funding-tenders-opportunities/pages/viewpage.action?pageId=1867968
- Periodic reporting:
  - https://webgate.ec.europa.eu/funding-tenders-opportunities/pages/viewpage.action?pageId=1867970
- Amendments:
  - https://webgate.ec.europa.eu/funding-tenders-opportunities/display/OM/Amendments
- EU Grants, Amendment Guide, EU Funding Programmes 2021-2027, version 1.1, 15 February 2024
  - https://ec.europa.eu/info/funding-tenders/opportunities/docs/2021-2027/common/guidance/amendment-guide_en.pdf

Conclusion

The Project Management Plan of the COMUNIDAD project outlines clear procedures for managing the project. It emphasises structured governance, efficient communication, and quality management to meet the project's objectives.

The governance structure involves the Project Coordinator, Technical Manager, and Work Package Leaders with the governing and decision-making bodies, including the General Assembly and Management Board. This structure is designed to facilitate transparent project management and decision-making, effective risk management, and prompt conflict resolution, fostering trust among consortium members and ensuring adherence to contractual obligations.

Management procedures have been established to monitor progress, address risks, and ensure timely, continuous, and periodic reporting. This structured yet flexible management plan will guide the COMUNIDAD project towards its strategic goals.

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