

HORIZON-WIDERA-2023-ACCESS-03

BIOECONOMY EXCELLENCE ALLIANCE FOR STIMULATING
INNOVATIVE AND INCLUSIVE GREEN TRANSITION

BEAMING

D1.2 – BEAMING Project Management Handbook

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Date: 15/07/2024

This document corresponds to D1.2 and describes the BEAMING Project Management Handbook (contract no. 101137131) corresponding to D1.2 (M3) led by BME. It contains all relevant information regarding the management, administration, and coordination of the project. It provides a short and comprehensive description of the management procedures, administrative aspects of the project, quality assurance procedures, the risk management approach, the progress monitoring procedures, and any issue concerning confidentiality. Additional advice and support can be sought from the Co-ordinator.

Project details			
Project acronym	BEAMING	Start/Duration	01/01/2024
Topic	HORIZON-WIDERA-2023-ACCESS-03	Call identifier	HORIZON-WIDERA-2023-ACCESS-03-01
Type of Action	HORIZON-CSA HORIZON Coordination and Support Actions	Coordinator	BUDAPEST UNIVERSITY OF TECHNOLOGY AND ECONOMICS (BME)
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Deliverable details			
Number	D1.2		
Title	BEAMING Project Management Handbook		
Work Package	WP1		
Dissemination level	PU	Nature	Public
Due date (M)	M3	Submission date (M)	30/03/2024
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Document History			
Date	Version	Name	Changes
25/03/2024	V0.1	Draft	Feedback from partners
28/04/2024	V0.2	Frist version	Updates by implementations
30/06/2024	V1	Final version	Reviewed document
15/07/2024	V1.1	Final version	Updates based on the reviews

Executive Summary

The BEAMING Project Management Handbook (D1.2 deliverable) gives an overview of the project's most relevant coordination and monitoring aspects, setting the partners' rules and responsibilities to ensure good quality and progress of the work.

This document is a work tool that offers a quick and accessible overview of the BEAMING project's most relevant managerial aspects and a helpful guide throughout the project in all administrative issues. The primary aim of this handbook is to complement project documentation such as the Grant Agreement (GA) and Consortium Agreement (CA).

In case of any inconsistencies between these documents, the following order of precedence should be applied:

1. Project Grant Agreement (BEAMING-GA), including Annex I (DoA)
2. Consortium Agreement (CA)
3. Project Management Handbook (PMH)
4. Annotated Model Grant Agreement (AMGA)

It serves as a living document that evolves with the project lifecycle and can be updated as needed. To keep all project participants informed, BEAMING partners will be promptly notified whenever an update is made to the handbook, ensuring transparency and alignment throughout the project duration.

Abbreviations and Acronyms

ACRONYMS EXPLANATION

ACRONYMS	EXPLANATION
BR	Bioeconomy Research
CA	Consortium Agreement
CDEP	Communication, Dissemination Exploitation Plan
CoP	Communities of Practice
GovA	Government Agency
DMP	Data Management Plan
EC	European Commission
GA	Grant Agreement
HEI	Higher Education Institution
IIC	Inclusive Innovation Culture
KV	Knowledge Valorisation
MOM	Minutes Of the Meeting
NGO	Non-governmental Organisation
OS	Open Science
RI	Research Institute
SME	Small and medium-sized enterprise
WP	Work Package
WPL	Work Package Leader
SO	Strategic Objective
QH	Quadruple Helix

Table 1. List of partners.....	9
Table 2. Lead Beneficiary for the WPs	14
Table 3. Milestones in chronological order.....	15
Table 4. Deliverables in chronological order	17
Table 5. BEAMING Project Coordinator’s contact information	22
Table 6. General Assembly member list.....	22
Table 7. Executive Board members’ list.....	24
Table 8. Work Package Leaders’ contact information	25
Table 9. Bioeconomy Research Task Force members’ contact information.....	26
Table 10. Open Science Task Force members’ contact information.....	27
Table 11. Knowledge Valorisation Task Force members’ contact information.....	28
Table 12. The Inclusive Innovation Culture Task Force members’ contact information.....	29
Table 13. Contingency Plan.....	36
Table 14. In-person meeting in BEAMING project.....	43

TABLE OF CONTENTS

1.	Basic Information about BEAMING	8
1.1	Participants	9
1.2	Duration, Budget, & EC Contribution	11
1.3	Contractual Documents.....	11
2.	BEAMING Work Plan & Implementation.....	13
2.1	Overview of the Project Components and Work Plan.....	13
2.2	Work Package Management	14
2.3	Milestones.....	15
2.4	Deliverables.....	17
3.	Project Management	20
3.1	Project Management Structure in General	20
3.2	Management Structure of BEAMING	21
3.3	Management Procedures	30
4.	Progress Monitoring	32
4.1	Periodic Reporting to the European Commission	32
4.2	Quality Control	34
4.3	Risk Management	36
5.	Internal Communication	41
5.1	Project Management Tools	41
5.2	File Sharing.....	41
5.3	Internal Communication Channels.....	42
5.4	Project Meetings.....	43
6.	Project Changes: Amendments	45
7.	Conclusions	46

1. Basic Information about BEAMING

The project is structured around seven strategic objectives (SOs), each aimed at advancing bioeconomy research and fostering excellence in Widening countries.

Objectives

- **SO1** focuses on enhancing the capabilities of early-career researchers through professional development opportunities, measured by the development of training modules and participation in mobility activities.
- **SO2** aims to reform institutional practices and policy frameworks by developing tailored Bioeconomy Action Plans for partner HEIs, integrated into a widely adoptable BEAMING Toolbox.
- **SO3** seeks to foster networking and collaboration through sustainable Communities of Practice (CoPs).
- **SO4** aims to design joint research and innovation strategies, promoting a mission-driven approach and involving widening countries' HEIs in ongoing projects.
- **SO5** focuses on adopting Open Science practices and developing an Open Science Action Plan.
- **SO6** aims to strengthen research valorisation by developing a Knowledge Valorisation Action Plan and the number of patents issued.
- **SO7** focuses on fostering an inclusive institutional culture, developing an inclusive innovation culture action plan, and conducting satisfaction surveys regarding knowledge management and idea exchange.

The BEAMING concept is shown in Figure 1.

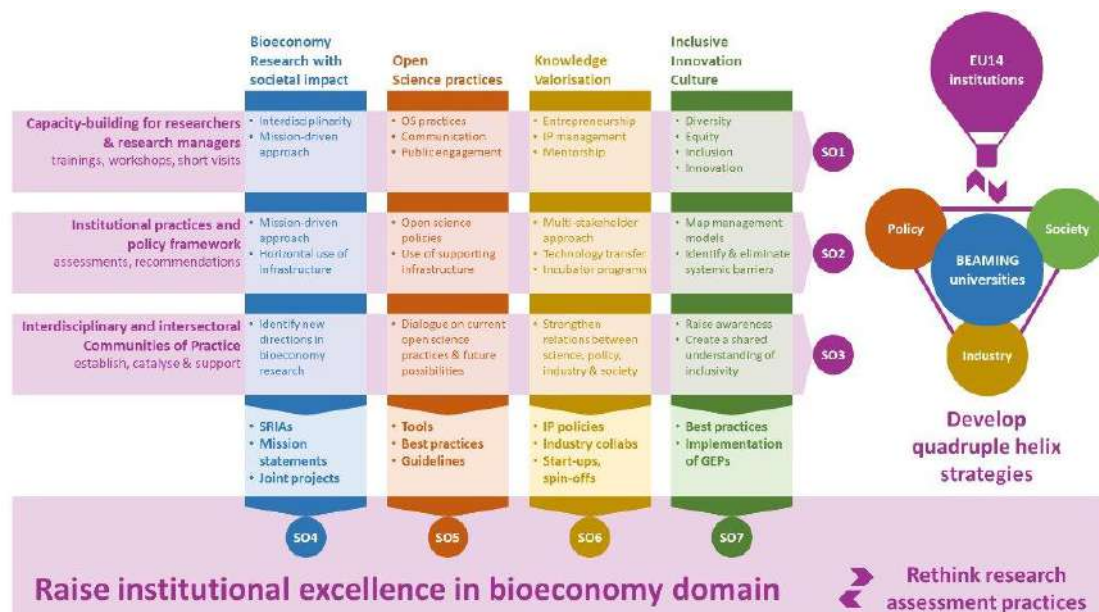


Figure 1. The BEAMING concept

1.1 Participants

In the BEAMING project, 16 (+1 Associated) Partners are involved. Fourteen Partners are from the Widening countries and 2 from EU14.

The list of the participants is included in the GA and CA and is provided in Table 1, in which the role in the project and type of organisations are clarified for each participant.

Table 1. List of partners

Organisation	Abbreviation	Country	Role	Type of organisation
BUDAPEST UNIVERSITY OF TECHNOLOGY AND ECONOMICS	BME	Hungary	Coordinator	HEI
BIOEAST HUB CR, Z. U.	HUB_CR	Czechia	Partner	SME
FRAUNHOFER GESELLSCHAFT ZUR	FhG-ISI	Germany	Partner	RI

FORDERUNG DER ANGEWANDTEN FORSCHUNG EV / FHG				
CLUSTER VIOOIKONOMIAS KAI PERIVALLONTOS DYTIKIS MAKEDONIAS / CLUBE	CluBe	Greece	Partner	NGO
UNIVERSITY OF OSIJEK FACULTY OF FOOD TECHNOLOGY	UniOS	Croatia	Partner	HEI
AGRICULTURAL UNIVERSITY PLOVDIV	AUP	Bulgaria	Partner	HEI
INSTITUTE FOR DEVELOPMENT AND INNOVATION – IDI	IRI	Serbia	Partner	NGO
HUNGARIAN INNOVATION AGENCY	NIA	Hungary	Partner	GovA
INSTITUTUL NATIONAL DE CERCETARE DEZVOLTARE PENTRU STIINTE BIOLOGICE RA	INCDSB	Romania	Partner	RI
UNIVERSITAET FUER BODENKULTUR WIEN	BOKU	Austria	Partner	HEI
EDUCONS UNIVERSITY	EDU	Serbia	Partner	HEI
SUSTAINABLE INNOVATIONS EUROPE SL	SIE	Spain	Partner	SME
UNIVERSITY OF BANJA LUKA	UNIBL	Bosnia and Herzegovina	Partner	HEI
Ss. CYRIL AND METHODIUS UNIVERSITY IN SKOPJE	UKIM	North Macedonia	Partner	HEI

AGRICULTURAL UNIVERSITY OF TIRANA AUT	AUT	Albania	Partner	HEI
UNIVERSITY OF NOVI SAD, FACULTY OF AGRICULTURE	UNSFA	Serbia	Partner	HEI
PANNON EGYETEM - UNIVERSITY OF PANNONIA / PANNON UNIVERSITY	UP	Hungary	Associated Partner	HEI

1.2 Duration, Budget, & EC Contribution

The start of the project is 01/01/2024, and it ends after 48 months on 31/12/2027.

The project has an overall **budget of 3 930 437.50 €**, financed by the European Commission (EC) in Lump Sum contribution. The budget detailed per beneficiary and the corresponding EU contribution of each beneficiary is detailed in Annex 2 to the GA – ESTIMATED BUDGET (LUMP SUM BREAKDOWN) FOR THE ACTION.

1.3 Contractual Documents

The Coordinator's responsibilities are initiating and managing the processes of signing the grant agreement (GA) with the EC and drafting and signing the consortium agreement (CA) between the Partners.

Grant Agreement (GA)

The GA of project number **101137131 – BEAMING** was signed by the EC on 02/12/2023. This is the contractual document signed by all the project partnerships, which defines the rights and obligations of the Consortium regarding the EC. The Partners can find the signed GA on the BEAMING SharePoint.

Although the core contract is signed between the European Commission (EC) and the Coordinator of the project (BME), all beneficiaries have become individual contract partners with the Commission by signing the Accession Forms.

Annexes of the GA:

Annex 1	Description of the Action ₁
Annex 2	Estimated Budget for the Action
Annex 3	Accession Forms (if applicable) ₂
Annex 3a	Declaration on Joint and Several Liability of Affiliated Entities (if applicable) ₃
Annex 4	Model for the Financial Statements
Annex 5	Specific Rules (if applicable)

The GA describes the tasks, deadlines, and responsibilities. The primary objective of the beneficiaries is to execute the planned tasks and activities outlined in the GA within the time scheduled. This ensures the project progresses according to the agreed-upon schedule and budget, maximising the chances of achieving its objectives and delivering the intended outcomes. If changes to the GA are needed, the amendment is the legal act modifying the commitments.

Amendments of GA are allowed during the project's lifetime. It can only be done in writing; the Coordinator will initiate the amendment. The amendment procedure is summarised in **GA Article 39**.

The project coordination recommends that the Partners check with the project Coordinator about any issue subject to an amendment.

Consortium Agreement (CA)

The CA serves as the internal contract among the Consortium Partners, with the acceptance of all Partners. It was signed on 22/01/2024 between the Partners and can be found on the BEAMING SharePoint. It establishes the internal rules for project management, outlines the Consortium's organisation, and delineates decision-making

mechanisms. It is important to note, however, that in situations where there is a conflict between the Consortium Agreement and the Grant Agreement, the latter takes precedence.

2. BEAMING Work Plan & Implementation

2.1 Overview of the Project Components and Work Plan

The BEAMING project's work plan and resources are organised into 12 Work Packages (WPs) over 48 months (Figure 3.). WPs 1-2 focus on coordination and monitoring, while WPs 11-12 emphasise outreach to stakeholder communities. WPs 3-4 establish and support a sustainable BEAMING Alliance and Communities of Practice (CoPs), while WPs 5-9 aim to enhance institutional excellence in bioeconomy pillars, resulting in individual Action Plans. WP10 consolidates outcomes into a BEAMING Research Excellence Toolbox, aligning with ERA and contemporary research assessment practices. Most WPs feature dual leadership structures, with a Widening WP leader and EU14 partner support.

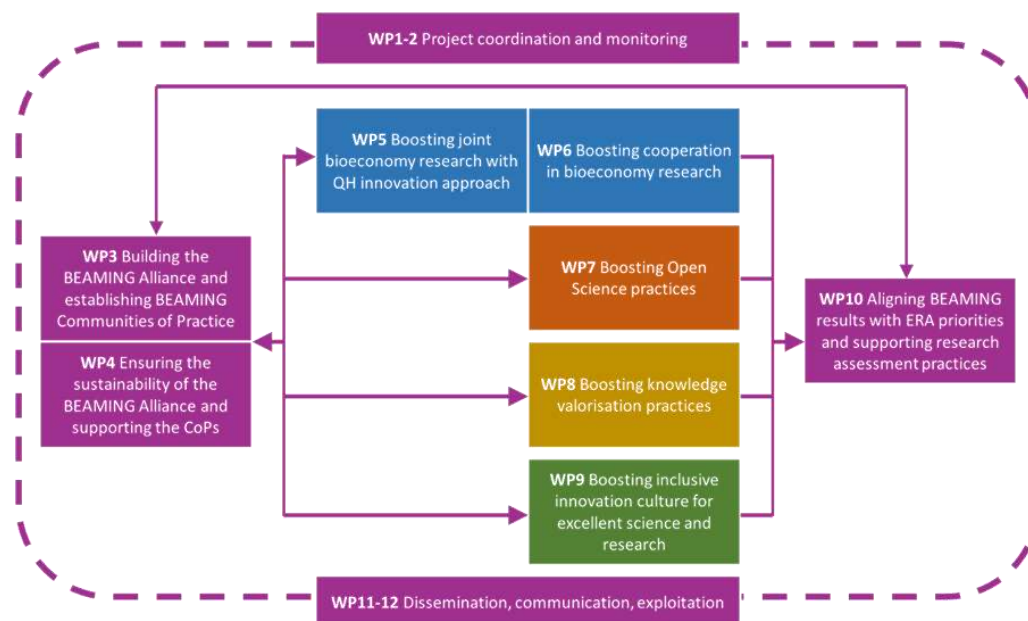


Figure 2. The BEAMING Implementation Plan

2.2 Work Package Management

Each Work Package within the project is overseen and coordinated by a Work Package Leader (WPL). The WPL is accountable for monitoring the performance and progress of their respective Work Package (WP), ensuring that activities are executed according to the planned milestones. The WPL facilitates the exchange of information between other WPLs. The WPL is responsible for promptly reporting any potential problems or issues encountered within their Work Package to the Project Coordinator. By fulfilling these responsibilities, the WPL plays a crucial role in ensuring the effective management and successful execution of their respective WP. Table 2. summarizes the lead beneficiaries for the WPs.

Table 2. Lead Beneficiary for the WPs

WP	WP Title	WPL	Start	End
WP1	Project coordination and monitoring 1 st phase	BME	1	16
WP2	Project coordination and monitoring 2 nd phase	BME	17	48
WP3	Building the BEAMING Excellence Alliance and establishing BEAMING Communities of Practice	HUB_CR	2	16

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WP4	Ensuring the sustainability of the BEAMING Excellence Alliance and supporting the CoPs.	HUB_CR	17	48
WP5	Boosting joint bioeconomy research with Quadruple Helix innovation approach	BME	1	16
WP6	Boosting cooperation in bioeconomy research	BME	17	48
WP7	Boosting Open Science Practices	UNSFA	3	16
WP8	Boosting knowledge valorisation practices	INCDSB	17	32
WP9	Boosting inclusive innovation culture for excellent science and research	AUP	21	36
WP10	Aligning BEAMING results with ERA priorities and supporting research assessment practices	IRI	35	48
WP11	Dissemination, communication, exploitation 1 st phase	UP	1	16
WP12	Dissemination, communication, exploitation 2 nd phase	UP	17	48

2.3 Milestones

Milestones are used to track and evaluate the project's overall progress, ensure that it stays on schedule, and indicate how the project is advancing.

The Milestones of the BEAMING project are listed in Table 3. in chronological order. The chronological order facilitates traceability.

Table 3. Milestones in chronological order

Milestone name	Lead	Due (month)	Due (date)
Project website launched	SIE	3	Marc-2024
Roadmap for BEAMING Alliance set up	HUB_CR	6	Jun-2024
QH Assessment concluded	UKIM	10	Oct-2024

OS Institutional Assessments concluded	IRI	10	Oct-2024
BR Training modules developed	BME	10	Oct-2024
BR Institutional Assessments concluded	INCDSB	12	Dec-2024
Bioeconomy Research CoP established	BME	13	Jan-2025
Individual OS Action Plans developed	UNSFA	14	Feb-2025
OS Training modules developed	UNSFA	14	Feb-2025
Open Science CoP established	UNSFA	15	Marc-2025
Knowledge Valorisation CoP established	INCDSB	18	Jun-2025
Inclusive Innovation Culture CoP established	AUP	22	Oct-2025
KV Institutional Assessments concluded	INCDSB	24	Dec-2025
Individual BR Action Plans developed	BME	25	Jan-2026
KV Training modules developed	INCDSB	26	Feb-2026
IIC Institutional Assessments concluded	FhG-ISI	27	Marc-2026
Individual KV Action Plans developed	SIE	30	Jun-2026

IIC Training modules developed	AUP	30	Jun-2026
Individual IIC Action Plans developed	AUP	34	Oct-2026
BEAMING Toolbox published	IRI	45	Sep-2027

2.4 Deliverables

In project management, deliverables represent the tangible or intangible outputs produced as a result of completing project activities. They serve as the primary way to measure progress and success in a project.

Project management ensures deliverables are produced on time, within budget, and to the required quality standards. In the BEAMING project, BME, as the project coordinator, is responsible for the project management as defined in WP1 and WP2 of the GA.

The deliverables of the BEAMING project are listed in Table 4. in chronological order. In the BEAMING project, there will be three reporting periods. First, in month 16, the second reporting period will be in month 32, and the final reporting period will be in month 48.

Table 4. Deliverables in chronological order

No.	Deliverable name	Lead	Due (month)	Date (calendar)
D1.1	BEAMING Agenda	BME	2	Feb-2024
D1.2	BEAMING Project Management Handbook	BME	3	Marc-2024
D1.3	Data Management Plan	BME	6	Jun-2024
D3.1	1st Strategic Roadmap of the BEAMING Alliance	HUB_CR	6	Jun-2024
D11.1	BEAMING CDEP	SIE	6	Jun-2024
D11.2	Project visual identity and logo	SIE	6	Jun-2024

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D11.3	Project Website and Social/Digital Media Channels	SIE	6	Jun-2024
D11.4	Clustering workshop	UP	8	Aug-2024
D3.2	Guidelines for launching and operating BEAMING CoPs	HUB_CR	10	Oct-2024
D5.1	Report on bioeconomy Quadruple Helix innovation ecosystems	UKIM	12	Dec-2024
D7.1	BEAMING OS Case Study Book	IRI	12	Dec-2024
D3.3	Report on the 1st phase of alliance-building	HUB_CR	14	Febr-2025
D7.2	Report on OS capacity building and mobility activities	BOKU	15	Marc-2025
D5.3	Report on capacity building in BR	BME	16	Apr-2025
D5.4	Report on BR Task Force activities	BME	16	Apr-2025
D7.3	Collection of individual OS Action Plans	UNSFA	16	Apr-2025
D2.1	Updated BEAMING Project Management Handbook	BME	18	Jun-2025
D12.1	Updated BEAMING CDEP	UP	20	Aug-2025
D12.2	Promotional video	SIE	21	Sep-2025
D4.1	BEAMING Sustainability Plan	BME	22	Oct-2025
D4.2	2nd Strategic Roadmap of the BEAMING Alliance	HUB_CR	25	Jan-2026
D8.1	BEAMING KV Case Study Book	INCDSB	26	Febr-2026
D6.1	Collection of individual BR Action Plans	BME	27	Marc-2026
D8.2	Report on KV capacity building and mobility activities	INCDSB	27	Marc-2026
D9.1	BEAMING IIC Case Study Book	FhG-ISI	29	May-2026
D2.2	Updated DMP	BME	32	Aug-2026

D8.3	Collection of individual KV Action Plans	SIE	32	Aug-2026
D8.4	Report on KV Task Force activities	INCDSB	32	Aug-2026
D9.2	Report on IIC capacity building and mobility activities	UNIBL	35	Nov-2026
D9.3	Collection of individual IIC Action Plans	AUP	36	Dec-2026
D9.4	Report on IIC Task Force activities	AUP	36	Dec-2026
D4.3	Training and mentoring guidelines for BEAMING CoPs	HUB_CR	40	Apr-2027
D6.2	Report on BEAMING CoP projects	BOKU	43	Jul-2027
D4.4	CoP impact report	HUB_CR	44	Aug-2027
D10.1	BEAMING toolbox for ERA implementation	IRI	45	Sep-2027
D4.5	Report on the 2nd phase of Alliance-building	HUB_CR	46	Oct-2027
D10.2	Workshops for a deeper understanding of ERA priorities	IRI	46	Oct-2027
D6.3	Capacity-building and mobility-based activities towards new directions for collaborative bioeconomy research	UNIBL	47	Nov-2027
D2.3	Final DMP	BME	48	Dec-2027
D4.6	Final BEAMING Sustainability Plan	BME	48	Dec-2027
D6.4	BEAMING SRIA	BME	48	Dec-2027
D10.3	BEAMING achievements in implementing ERA priorities	IRI	48	Dec-2027
D10.4	Recommendations for societal impact-focused RA	FhG-ISI	48	Dec-2027
D12.3	Final CDEP	UP	48	Dec-2027

3. Project Management

3.1 Project Management Structure in General

The organisational structure of the consortium shall comprise the following Consortium Bodies:

General Assembly: This body serves as the highest decision-making authority within the consortium. It typically consists of representatives from all consortium partners. The General Assembly makes strategic decisions and approves major project plans, budgets, and significant changes. It provides overall direction and guidance to the consortium.

Executive Board: The Executive Board acts as a supervisory body responsible for overseeing the execution of the project. It reports to and is accountable to the General Assembly. The Executive Board may include representatives from consortium partners. Its primary role is to monitor project progress, ensure adherence to project plans and budgets, address any issues or risks that arise during project implementation, and provide regular updates to the General Assembly.

Coordinator: The Coordinator serves as the intermediary between the consortium partners and the EC. In addition to its role as a consortium member, the Coordinator has specific responsibilities outlined in both the GA and the CA. These responsibilities include administrative tasks, financial management, communication with the EC, and ensuring compliance with the grant terms. The Coordinator plays a crucial role in facilitating collaboration among consortium members and ensuring the smooth operation of the project.

3.2 Management Structure of BEAMING

The management structure of the BEAMING project is shown in Figure 3.

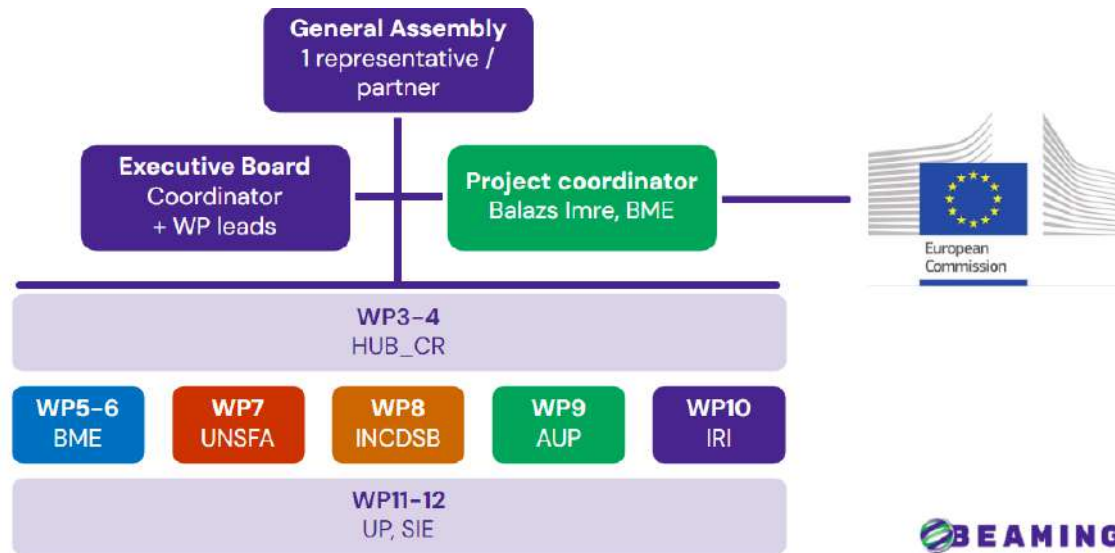


Figure 3. BEAMING Project Management Structure

Each of these consortium bodies has distinct roles and responsibilities. Still, they work together to ensure the successful execution of the project, adherence to grant requirements, and achievement of project objectives. Effective communication and collaboration among the General Assembly, Executive Board, and Coordinator are essential for the overall success of the consortium.

The **General operational procedures for all Consortium Bodies** are detailed in chapter 6.2 of the CA.

Project Coordinator (BME)

The Co-ordinator is the legal entity acting as the intermediary between the Partners and the EC.

The coordinator has the following primary responsibilities:

- Manage **implementation**
- Monitor **compliance with GA & CA**
- Collect, review, and submit **reports**

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- Facilitate **internal communication**
- Administer **finances**

The coordinator's responsibility is detailed in **chapter 6.4 of the CA**.

The BEAMING Project Coordinator's contact details are listed in Table 5.

Table 5. BEAMING Project Coordinator's contact information

Coordinator	Project Coordinator name	e-mail address
BME	Balazs Imre	imre.balazs@edu.bme.hu

General Assembly

The General Assembly is the ultimate decision-making body of the consortium. The General Assembly oversees the project's overall strategic administration and consists of one representative from each consortium partner. All partners delegate one representative. The General Assembly has a quorum if 2/3 of the consortium members are present.

General Assembly decides on the following points:

- Content, finances, Intellectual Property rights
- Changes to the consortium
- Breach, default, litigation
- Appointments (e.g., Executive Board Members)
- The Parties agree to abide by all decisions.

The members and contact details of the General Assembly are listed in Table 6.

Table 6. General Assembly member list

Partner	Representative name	e-mail address
BME	Balazs Imre	imre.balazs@edu.bme.hu
HUB_CR	Valentina Galantari	galantarivalentina@gmail.com
FhG-ISI	Liiya Pullmann	liliya.pullmann@isi.fraunhofer.de

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CluBe	George Martinidis	g.martinidis@clube.gr
UnIOS	Marina Tišma	marina.tisma@ptfos.hr
AUP	Vladislav Popov	vpopov_bg@au-plovdiv.bg
IRI	Sinisa Borota	sinisa.borota@iri.rs
NIA	Zoltán Palotai	palotai.zoltan@niu.hu
INCDSB	Alina Butu	alina_butu@yahoo.com
BOKU	Martin Greimel	martin.greimel@boku.ac.at
EDU	Miloš Rajković	milos.rajkovic@educons.edu.rs
SIE	Pablo Morales	pablomorales@sustainableinnovations.eu
UNIBL	Milica Marić	milica.maric@unibl.org
UKIM	Ivana Janeska Stamenkovska	ijaneska@fzh.ukim.edu.mk
AUT	Evan Rroco	erroco@ubt.edu.al
UNSFA	Vesna Nešković	vesna.neskovic@stocarstvo.edu.rs
UP	Viktória Czuppon	czuppon.viktoria@gtk.uni-pannon.hu

The General Assembly meets at least once a year or at any time upon request of the Executive Board or 1/3 of the Members of the General Assembly.

Executive Board

The Executive Board is a supervisory body for the execution of the Project. The Executive Board comprises the Coordinator, the WPLs, and the Support WPL Partners.

The primary responsibilities of the Executive Board are listed below.

- Prepares meetings and proposes decisions to the General Assembly
- Implements General Assembly decisions
- Monitors project implementation

- Supports the coordinator

The members of the Executive Board and their contact details are listed in Table 7.

Table 7. Executive Board members' list

Partner	Representative name	e-mail address
BME	Balazs Imre	imre.balazs@edu.bme.hu
HUB_CR	Valentina Galantari	galantarivalentina@gmail.com
FhG-ISI	Sinisa Borota	sinisa.borota@iri.rs
AUP	Vladislav Popov	vpopov_bg@au-plovdiv.bg
IRI	Sinisa Borota	sinisa.borota@iri.rs
INCDSB	Alina Butu	alina_butu@yahoo.com
BOKU	Martin Greimel	martin.greimel@boku.ac.at
SIE	Pablo Morales	pablomorales@sustainableinnovations.eu
UNSFA	Vesna Nešković	vesna.neskovic@stocarstvo.edu.rs
UP	Viktória Czuppon	czuppon.viktoria@gtk.uni-pannon.hu

Work Package Leaders & Teams

Work Package Leaders (WPLs) are critical to project management. The WPL is responsible for managing the resources allocated to their WP, including personnel, budget, equipment, and materials. They must ensure that resources are utilised efficiently and effectively to meet project goals. Monitoring the progress of WP activities is essential. The WPL tracks key performance indicators, milestones, and deliverables to ensure the WP stays on schedule and within budget. WPL communicates with task leaders and WP participants. WPLs report to the Project Coordinator every quarter on the activities and results of the tasks.

WPL contact information is listed in Table 8.

Table 8. Work Package Leaders' contact information

WP number	Partner	WPL	e-mail address
WP1 and 2	BME	Balazs Imre	imre.balazs@edu.bme.hu
WP 3 and 4	HUB_CR	Marie KUBÁŇKOVÁ	mariekubankova@gmail.com
WP 5 and 6	BME	Balazs Imre	imre.balazs@edu.bme.hu
WP7	UNSFA	Vesna Nešković	vesna.neskovic@stocarstvo.edu.rs
WP8	INCDSB	Alina BUTU	alina_butu@yahoo.com
WP9	AUP	Dafinka Grozdanova	dgrozdanova@au-plovdiv.bg
WP10	IRI	Siniša Borota	sinisa.borota@iri.rs
WP11 and 12	UP	Viktoria Czuppon	czuppon.viktoria@gtk.uni-pannon.hu

Task Forces

Task Forces are typically focused on a narrow scope of work. This focused approach allows Task Force members to efficiently concentrate their efforts and resources on achieving the defined objective. Task Forces primarily focus on delivering results within a specified timeframe. They produce reports to inform decision-making bodies. Task Forces are vital in organisational problem-solving, innovation, and management.

In the BEAMING project, four Task Force committees are set up.

- Bioeconomy Research (BR) Task Force, related to WP5
- Open Science (OS) Task Force, related to WP7
- Knowledge Valorisation (KV) Task Force, related to WP8
- Inclusive Innovation Culture (IIC) Task Force, related to WP9

Task Force committees consist of 1 appointed researcher or research manager per Partner institution. They oversee the implementation and monitoring of specialised activities and function as an information hub, holding bi-monthly online meetings for the whole duration of their respective WPs.

The Task Force members' list is kept up-to-date during the lifecycle of the project and is available on the BEAMING SharePoint.

[BEAMING Partner Contact Info.xlsx](#)

The BR Task Force members are listed in Table 9. The leader of the BR Task Forces is Csaba Fehér from BME.

Table 9. Bioeconomy Research Task Force members' contact information

Partner	Representative name	e-mail address
BME	Csaba Fehér	feher.csaba@vbk.bme.hu
HUB_CR	Nikolaos Palaioroutis	nikolaospalaioroutis@gmail.com
FhG-ISI	Bärbel Hüsing	Baerbel.Huesing@isi.fraunhofer.de
CluBe	Eleftheria Moraiti	e.moraiti@clube.gr
UniOS	Marina Tišma	marina.tisma@ptfos.hr
AUP	Dafinka Grrozdanova	dgrozdanova@au-plovdiv.bg
IRI	Sinisa Borota	sinisa.borota@iri.rs
NIA	Krisztina Tálás	talas.krisztina@niu.hu
INCDSB	Alina Butu	alina_butu@yahoo.com
BOKU	Martin Greimel	martin.greimel@boku.ac.at
EDU	Jelena Ješić	jelena.jesic@educons.edu.rs
SIE	Pablo Morales	pablomorales@sustainableinnovations.eu
UNIBL	prof. Dragan Čomić	dragan.comic@sf.unibl.org
UKIM	Ivana Janeska Stamenkovska	ijaneska@fznh.ukim.edu.mk
AUT	Drini Imami	dimami@ubt.edu.al

UNSFA	Saša Krstović	sasa.krstovic@stocarstvo.edu.rs
UP	Viktoria Czuppon	czuppon.viktoria@gtk.uni-pannon.hu

The OS Task Force members are listed in Table 10. The leader of the OS Task Forces is Tamara Popović Kovačević from UNSFA.

Table 10. Open Science Task Force members' contact information

Partner	Representative name	e-mail address
BME	Edit Cséfalvay	csefalvay.edit@gpk.bme.hu
HUB_CR	Nikolaos Palaioroutis	nikolaospalaioroutis@gmail.com
FhG-ISI	Liliya Pullmann	liliya.pullmann@isi.fraunhofer.de
CluBe	Eleftheria Moraiti	e.moraiti@clube.gr
UnIOS	Marina Tišma	marina.tisma@ptfos.hr
AUP	Dafinka Grozdanova	dgrozdanova@au-plovdiv.bg
IRI	Sinisa Borota	sinisa.borota@iri.rs
NIA	Krisztina Tálás	talas.krisztina@niu.hu
INCDSB	Alina Butu	alina_butu@yahoo.com
BOKU	Bernhard Kastner	bernhard.kastner@boku.ac.at
EDU	Gordana Racić	gordana.racic@educons.edu.rs
SIE	Pablo Morales	pablomorales@sustainableinnovations.eu
UNIBL	Dragana Radulović	dragana.radulovic@unibl.org
UKIM	Biljana Kuzmanovska	bkuzmanovska@fzh.ukim.edu.mk
AUT	Elvin Toromani	etoromani@ubt.edu.al
UNSFA	Tamara Popović Kovačević	tamara.popovickovacevic@polj.edu.rs
UP	Viktoria Czuppon	czuppon.viktoria@gtk.uni-pannon.hu

Since the KV Task Force related to WP8, which starts in M17, and the IIC Task Force related to WP9, which begins in M21, the delegation of members was not mandatory. Some partners have already delegated members for these task forces, and the members are listed in the tables below. The KV Task Force members are listed in Table 11.

Table 11. Knowledge Valorisation Task Force members' contact information

Partner	Representative name	e-mail address
BME		
HUB_CR	Nikolaos Palaioroutis	nikolaospalaioroutis@gmail.com
FhG-ISI	Ulrich Schmoch	ulrich.schmoch@isi.fraunhofer.de
CluBe	Eleftheria Moraiti	e.moraiti@clube.gr
UniOS	Marina Tišma	marina.tisma@ptfos.hr
AUP	Tatyana Bileva	tbileva@au-plovdiv.bg
IRI	Nebojsa Novkovic	nebojsa.novkovic@iri.rs
NIA	Krisztina Tálás	talas.krisztina@niu.hu
INCDSB	Marian Butu	marian_butu@yahoo.com
BOKU		
EDU	Gordana Racić	gordana.racic@educons.edu.rs
SIE	Pablo Morales	pablomorales@sustainableinnovations.eu
UNIBL	Zeljko Vaško	zeljko.vasko@agro.unibl.org
UKIM	Marina Nacka	marina.nacka@fzh.ukim.edu.mk
AUT		
UNSFA	Vesna Nešković	vesna.neskovic@stocarstvo.edu.rs
UP	Viktoria Czuppon	czuppon.viktoria@gtk.uni-pannon.hu

The IIC Task Force members are listed in Table 12.

Table 12. The Inclusive Innovation Culture Task Force members' contact information

Partner	Representative name	e-mail address
BME	Viktoria Feigl	feigl.viktoria@vbk.bme.hu
HUB_CR	Nikolaos Palaioroutis	nikolaospalaioroutis@gmail.com
FhG-ISI	Liliya Pullmann	liliya.pullmann@isi.fraunhofer.de
CluBe	Eleftheria Moraiti	e.moraiti@clube.gr
UniOS	Marina Tišma	marina.tisma@ptfos.hr
AUP	Vladislav Popov	vpopov_bg@au-plovdiv.bg
IRI	Stefan Karajankovic	stefan.karajankovic@iri.rs
NIA	Krisztina Tálás	talas.krisztina@niu.hu
INCDSB	Steliana Rodino	steliana.rodino@yahoo.com
BOKU		
EDU	Gordana Racić	gordana.racic@educons.edu.rs
SIE	Pablo Morales	pablomorales@sustainableinnovations.eu
UNIBL	Andela Pepić	andjela.pepic@unibl.org
UKIM	Kiril Sotirovski	kirilsotirovski@yahoo.com
AUT		
UNSFA		
UP	Viktoria Czuppon	czuppon.viktoria@gtk.uni-pannon.hu

3.3 Management Procedures

The general rights and obligations of the BEAMING partners are detailed in the **CA chapter 4, Responsibilities of Parties**. All other cases are discussed below.

General Management Procedures

The communication between different levels is estimated the following:

- WPLs coordinate the daily work and manage the Tasks of the WP in collaboration with the Task Leaders.
- WPLs periodically (at least quarterly) report to the Project Coordinator.
- The Project Coordinator communicates with the EC.

Decision-making Mechanisms

Decisions must always be made at the appropriate level of authority. Consequently, the project Consortium Agreement delineates the roles and responsibilities of each body within the Consortium. Each Consortium Body shall not deliberate and decide validly in meetings unless two-thirds ($2/3$) of its Members are present or represented (quorum). Each member of a Consortium Body present or represented in the meeting is entitled to one vote. Decisions will be made by a two-thirds ($2/3$) majority vote.

Monitoring & Progress Reporting

Every Partner commits to actively participate in the effective execution of the BEAMING Project and to cooperate fully, execute, and fulfil all its obligations under the Grant Agreement and Consortium Agreement promptly and punctually, in good faith.

Each Partner should provide all essential inputs and progress reports within the designated reporting period, utilising the templates established by the Coordinating Beneficiary. These reports should comprehensively describe all necessary details in the form of a review.

The Coordinator holds the responsibility for validating the executed tasks. They can request corrections, justifications, and additional reporting if there are missing reports or record discrepancies.

The WPLs online meetings and Task Force meetings serve as valuable tools for pinpointing both strengths and weaknesses within the project. They furnish responsible individuals with adequate information, enabling them to make timely and informed decisions to enhance the quality of results.

Financial Management

Lump Sum financing is a financial mechanism that provides a predetermined amount for the completion of a specific activity or project without the need to document and justify actual costs. Consequently, the beneficiary is not required to detail the incurred expenses but rather achieves the specified objective or outcome.

Although lump sum financing does not require a financial report of the actual costs to EC, the BEAMING Consortium decided during the kick-off meeting that the coordinator would still monitor the partners' expenditures. The coordinator prepared a shared spreadsheet (available in the BEAMING SharePoint) for Partners to update with their Budget and spending details. If the coordinator detects a significant discrepancy (underspending or overspending) with a partner, the Coordinator will initiate a discussion with that partner about the financial statement.

4. Progress Monitoring

4.1 Periodic Reporting to the European Commission

Reporting (refer to Article 21 of the Grant Agreement) on the progress of the action (e.g., deliverables, milestones, outputs/outcomes, potential risks, or other indicators) must be done using the EC Portal Continuous Reporting tool, following the timing and conditions specified (as specified in the GA).

The consortium shall electronically transmit/submit the reports and other deliverables through the Project Coordinator to the Commission. All reports and deliverables shall be in English.

The workflow of the data collecting for the reports is the following:

- The Coordinator sends a reminder to Partners of upcoming reports
- WPLs prepare inputs for the report
- The Coordinator corresponds to preparing the report
- The Coordinator nominates partners to carry out the review
- The Coordinator submits the final report through the EC portal

The reports must be sent for internal review 30 days before the submission deadline. The review process takes 14 days. Then, the reviewed final report shall be submitted by the Coordinator to the European Commission.

All reports must be prepared using the templates available on SharePoint: [2. TEMPLATES](#).

Periodic Reports

In the BEAMING project, there will be altogether three reporting periods, as listed below:

- First reporting period: months 1-16 (April 2025)

- Second reporting period: months 17-32 (August 2026)
- Third reporting period: months 33-48 (December 2027)

For all reports, the deadline is 60 days after the reporting period. As a Lump Sum form, the interim payment is related to the periodic report. The Coordinator will receive the payment in 90 days after submitting the report. The Coordinator will forward the appropriate amount to the partners.

The periodic reports include technical and financial parts. The details are described in GA Article 21. Detailed financial reporting is not required due to the construction of Lump Sum financing.

Continuous Reporting

The continuous reporting part refers to Article 21 of GA.

The Consortium must continuously report on action progress using the EC Portal Continuous Reporting tool, including deliverables, milestones, outputs/outcomes, and critical risks. Standardized deliverables, such as progress reports, must follow templates. Financial reports include statements and explanations on resource use. Lump sum contributions for completed work packages must be declared; exceptions may be made for incomplete packages due to force majeure or technical impossibility. Declarations must be accurate and supported by records and documents.

The data gathered from each periodic report will offer feedback to the Executive Board, aiding in the systematic monitoring of Action implementation, including timelines for deliverables, milestones, and work package progress. Detailed information on challenges, problems, and deviations should be included, enabling the Executive Board to propose solutions, changes, updates, and new directions to the General Assembly.

Final Report

A Final Report is required at the end of the project, along with the periodic report for the last period. The submission of the final report shall be made within 60 days following the end of the last reporting period via the EC portal. Technical and financial inputs from Partners are necessary to prepare the final report.

4.2 Quality Control

Procedures

To ensure the quality of the deliverables to be submitted, the following procedure has been defined to review each deliverable:

- **30 days before** the deadline, the Partner responsible for generating the deliverables will send it to the WPL and the Coordinator.
- The WPL will forward the draft deliverable to 2 designated Partners for internal review.
- The reviewers have **two weeks** to provide comments and suggestions, after which the WPL and the responsible Partner make the necessary updates.
- The final draft must be sent to the Coordinator no later than **two weeks before** the submission deadline.
- The Project Coordinator ensures that the deliverable is in line with the GA and the visual identity of the project and is tasked with submitting the document through the EC Portal.

Roles

The following roles are engaged in quality assurance until delivery:

- **WPL:** is responsible for all deliveries within the assigned Work Package and ensures that they meet the specified objectives and standards.

- **Task Leader:** is responsible for a specific task and reports to the WP leader. They ensure that the delivered materials meet quality requirements and deadlines.
- **Internal Reviewer:** evaluates the quality of delivered materials and provides suggestions or comments for further improvement.
- **Executive Board:** making decisions on corrective actions or improvements to ensure compliance with quality requirements.
- **Coordinator:** coordinates and supervises the entire project process, including quality assurance processes.

Reviewing Guidelines

The assignment of reviewing tasks to participants will adhere to the following guidelines:

- Assign deliverables to beneficiaries who have personnel capable of conducting the review.
- Assign deliverables to beneficiaries who do not directly contribute to the deliverable under review.
- Ensure that each partner's reviewing tasks are evenly distributed throughout the BEAMING project.

The reviewer should consider the following points:

- Does the deliverable fulfil the objectives outlined in the WP description?
- Does the deliverable justify the resources utilized as documented in the GA?
- Is the document in the correct format?

4.3 Risk Management

Risks and Associated Contingency Plans

Risk management aims to maximize sustainable value across all project activities by minimizing uncertainty in achieving project objectives.

Risks refer to potential events or situations that could have a negative impact on project objectives if they occur. A Contingency plan is a strategy to address and mitigate the impact of identified risks if they materialize. Actions are designed to be implemented only if certain events occur. This process aims to limit or neutralize any negative consequence of a particular risk on the Project.

In the GA, the list of critical risks contains the identified risks and the risk mitigation strategy. The following table summarises the contingency plan for the identified risks.

Table 13. Contingency Plan

Description	WPs	Proposed Mitigation Measures
Stakeholders' reluctance to engage in the project (Low/High)	WP6, WP4, WP3, WPI2, WPI0, WP5, WP2, WP7, WP9, WPI, WP8, WPI1	Co-creation methods planned for efficient engagement. Investigate reasons for hesitation and take adequate action, adapting activities and messages.
<p>Contingency Plan</p> <p>Launch a targeted communication campaign utilizing the planned events to establish connections with stakeholders and convey the project's benefits. This may include personal meetings, online events, newsletters, etc.</p> <p>Organize consensus-building activities that allow stakeholders to collaborate in understanding and supporting the project's goals.</p> <p>Employ more flexible communication messages and activities that address stakeholders' needs and concerns better.</p> <p>Explore and utilize alternative engagement methods and platforms to involve stakeholders in the project.</p>		

<p>Low project acceptance among Widening bioeconomy QH actors (Low/High)</p>	<p>WP2, WP1</p>	<p>Early engagement with several actors, projects, and networks; Wide composition of the consortium; continuous communication and engagement</p>
<p>Contingency Plan</p> <p>Launch a focused outreach campaign utilizing the planned events targeting key stakeholders in bioeconomy QH sectors across widening countries. Utilize various channels such as industry conferences, online platforms, and targeted advertising to reach the intended audience.</p> <p>Organize stakeholder workshops and forums to facilitate direct engagement with actors from widening countries. These events will provide a platform for discussing concerns, addressing questions, and building support for the project.</p> <p>Translating project materials into local languages, adapting messaging to cultural norms, and highlighting the benefits of participation.</p>		
<p>Project progress is delayed (Medium/Medium)</p>	<p>WP2, WP1</p>	<p>Monitoring in consortium meetings, measures adapted to specific delays implemented acc. to contingency plan</p>
<p>Contingency Plan</p> <p>Project managers will closely track progress and identify any deviations from the planned schedule.</p> <p>Encouraging open communication among consortium members regarding any challenges or obstacles encountered.</p> <p>Maintain transparent communication channels within the consortium regarding the status of project progress and any delays encountered.</p> <p>Document the causes of delays, actions taken to mitigate them, and lessons learned for future reference. This will help improve project management practices and enhance preparedness for similar challenges in subsequent project phases or future projects.</p>		
<p>Fail to connect with relevant initiatives and projects (Medium/Medium)</p>	<p>WP2, WP1</p>	<p>1-on-1 meetings to emphasize the co-benefits of cooperation. Support from relevant EC Agencies is sought.</p>
<p>Contingency Plan</p>		

<p>Emphasize the mutual benefits of collaboration and highlight opportunities for synergy and knowledge exchange.</p> <p>Leverage existing networks and partnerships to facilitate introductions and connections with relevant initiatives and projects.</p> <p>Seek support from relevant European Commission (EC) agencies to facilitate connections with initiatives and projects aligned with the project's objectives.</p> <p>Attending industry events, participating in working groups or forums, and offering support or assistance to potential partners where appropriate.</p>		
<p>Lack of commitment of Partner (Low/High)</p>	<p>WP3, WP4</p>	<p>Clear guidelines on procedures and contributions, 1-on-1 meetings to emphasize benefits</p>
<p>Contingency Plan</p> <p>Clearly reiterate the guidelines on procedures and expected contributions from each partner involved in WP3 and WP4. Ensure that all partners understand their roles, responsibilities, and the importance of their commitment to the project's success.</p> <p>Arrange individual 1-on-1 meetings with each partner to emphasize the benefits of their commitment to the project. Tailor the discussions to address specific concerns or reservations and highlight the positive impact their involvement will have on achieving project goals.</p> <p>Evaluate resource allocation among partners and provide additional support or resources to those who may be struggling to fulfil their commitments. Offer assistance, guidance, or training as needed to help partners overcome any challenges they may encounter.</p>		
<p>Delays in CoP establishment affecting other WPs</p>	<p>WP3, WP4</p>	<p>Early engagement of potential members to establish and invigorate CoPs. Guidelines provided to WP leaders.</p>
<p>Contingency Plan</p> <p>Initiate outreach activities, such as targeted communication campaigns, workshops, or networking events, to generate interest and involvement from relevant stakeholders.</p> <p>Facilitate the formation of the CoP by providing guidance and support to WP leaders responsible for CoP establishment. Offer resources, tools, and best practices to assist them in recruiting members, defining objectives, and initiating collaborative activities within the CoP.</p> <p>Solicit feedback from potential CoP members and stakeholders to identify areas for improvement and refine engagement approaches accordingly.</p>		
<p>Low level of Participation in CoPs (Medium/High)</p>	<p>WP3, WP4</p>	<p>Extensive dissemination and active recruitment of QH stakeholders by all partners.</p>

Contingency Plan

To reach a wider audience, utilize various communication channels, including social media, newsletters, webinars, and industry events.

Tailor messaging to highlight the benefits and value proposition of joining CoPs, such as access to expertise, networking opportunities, and knowledge sharing.

Schedule 1-on-1 meetings or targeted outreach sessions to address their specific needs and concerns and demonstrate the relevance of CoP participation to their professional goals.

Encourage partners to actively promote CoP participation among their contacts and facilitate introductions to relevant stakeholders within their respective networks.

Solicit feedback from CoP members to identify barriers to participation and areas for improvement. Use this feedback to adapt recruitment strategies, refine CoP activities, and address any challenges or concerns raised by stakeholders.

No data at the national QH ecosystem level (Medium/Medium)

WP5

Seek alternative sources and routes to gather missing data and information.

Contingency Plan

Collaborate closely with relevant stakeholders, including government agencies, industry associations, academic institutions, and healthcare organizations, to access proprietary or specialized data sets that may not be publicly available. Establish partnerships and data-sharing agreements to facilitate access to critical information.

Clearly document the sources, methodologies, and assumptions used in data collection and analysis.

Reluctance to provide data at the HEI institutional level (Low/High)

WP5, WP7, WP9, WP8

Local meetings between partners and HEI administration to highlight the benefits of participation

Contingency Plan

Organize local meetings between project partners and HEI administrations to foster open dialogue and address concerns related to data sharing. Emphasize the benefits of participation, such as access to insights for decision-making, opportunities for collaboration, and contributions to broader research efforts.

Address any misconceptions or reservations regarding data privacy, confidentiality, and intellectual property rights to build trust and confidence in the project.

Maintain regular communication and engagement with HEIs throughout the project lifecycle to reinforce the importance of data sharing and sustain momentum.



Reluctance to adopt Action Plans by HEI Partners (Medium/Medium)	WP5, WP7, WP9, WP8	Local meetings, dissemination materials, and events at HEI Partners to promote Action Plans
Contingency Plan <p>Use these meetings to address specific concerns, clarify misunderstandings, and provide detailed explanations of the benefits and expected outcomes of the Action Plans.</p> <p>Develop and distribute customized dissemination materials tailored to each HEI partner. These materials should highlight the specific advantages and positive impact of adopting the Action Plans, including case studies, testimonials, and success stories from similar institutions.</p> <p>Identify and empower advocates within each HEI partner institution who can promote the Action Plans internally. These individuals can help drive the adoption process by influencing their peers and providing ongoing support and encouragement.</p> <p>Establish mechanisms for continuous feedback from HEI partners regarding the Action Plans. Use this feedback to make necessary adjustments and improvements to the plans, ensuring they remain relevant, feasible, and aligned with the partners' needs and goals.</p>		
Low interest in BEAMING Toolbox (Medium/Medium)	WP5, WP7, WP9, WP8	Shift budget to modify stakeholder strategy and establish additional outreach strategies by UP and SIE.
Contingency Plan <p>Ensure that the reallocated funds are used effectively to increase awareness and interest in the BEAMING Toolbox.</p> <p>Develop a comprehensive marketing and communication campaign to raise awareness about the BEAMING Toolbox.</p> <p>Provide hands-on demonstrations, user testimonials, and case studies to illustrate how the toolbox can be effectively utilized.</p> <p>Collect feedback from initial users of the BEAMING Toolbox to identify areas for improvement and enhancement. Use this feedback to make necessary modifications and updates to the toolbox, ensuring it meets the needs and expectations of the target audience.</p>		
No input from Partners for dissemination (Low/High)	WP12, WP11	BME and UP ask underperforming Partners to appoint a D&C responsible for aiding communication activities
Contingency Plan		

Provide clear guidelines outlining the roles and responsibilities of the appointed D&C responsible.

Schedule regular check-in meetings with the appointed D&C responsible for monitoring progress, addressing any issues, and providing support as needed.

Streamline the process for submitting dissemination input to make it as easy and efficient as possible for partners. This may involve creating user-friendly templates, simplifying submission procedures, and providing clear instructions.

5. Internal Communication

In the BEAMING project, primary communication is conducted via email. The partner contact list is a live document kept up-to-date by the Coordinator and shared with the Consortium on SharePoint.

[BEAMING Partner Contact Info.xlsx](#)

5.1 Project Management Tools

BEAMING project relies mainly on Microsoft software tools.

Project management software: Microsoft Planner in MS Teams is used to visualize tasks “to do,” “in progress,” and “completed”.

Communication tools: MS Teams. Video conferences, online, and hybrid meetings are organized on Teams.

Document Management: MS SharePoint. All BEAMING documents are uploaded to the SharePoint.

5.2 File Sharing

SharePoint

By leveraging SharePoint for file sharing, project teams can enhance productivity and ensure better organization of project-related documents and resources. SharePoint is a centralized repository for storing, organizing, and sharing various files and documents pertinent to the BEAMING project. From project plans and schedules to meeting minutes and progress reports, SharePoint offers a structured framework

Funded by the European Union under grant agreement N° 101137131. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or the Research Executive Agency (REA). Neither the European Union nor the granting authority can be held responsible for them.

for managing a wide range of content. SharePoint facilitates seamless collaboration among project team members by providing features such as document co-authoring and real-time editing. SharePoint streamlines the process of accessing critical project-related information.

Project managers can define user permissions and access levels, ensuring that sensitive information is protected and only accessible to authorized personnel.

The Coordinator, BME, has dedicated a separate SharePoint account with sufficient storage capacity to the BEAMING project, which is accessible to all contact list members. The Coordinator provides access to new team members when requested by the Partners.

BEAMING SharePoint: [Home](#)

5.3 Internal Communication Channels

Emails

Email stands out as a primary means of communication between project partners. Its widespread use and accessibility make it a convenient tool for exchanging information, sharing updates, and coordinating tasks. Emails provide a written record of communication, which serves as a valuable reference for project documentation. Email conversations keep track of discussions, decisions, and actions taken throughout the project lifecycle. This written record helps clarify responsibilities, resolve disputes, and mitigate risks. Partners can review emails and respond accordingly, enabling continuous progress without the constraints of real-time communication. Email ensures that all relevant parties are informed and involved in the project's development.

Effective email communication in project management requires adherence to certain best practices. We ensure clarity and conciseness in messages, using descriptive subject lines and short, to-the-point emails.

In conclusion, email communication is vital in project management by providing a convenient, documented, and inclusive channel for exchanging information and coordinating activities among project partners.

Contact Lists

In the BEAMING project, the contacts list of the partners is a living document that covers the whole lifecycle of the project. It can be found on SharePoint.

[BEAMING Partner Contact Info.xlsx](#)

5.4 Project Meetings

Within the scope of the BEAMING project, a blend of personal and online meetings will be orchestrated to foster effective communication and collaboration among project partners.

In-person Meetings

In the BEAMING project, the Kick-Off Meeting, the Annual Consortium Meetings, and the Final Meeting will be held on-site. The planned dates and the responsible partners are listed in Table.

Table 14. In-person meeting in BEAMING project

Internal meeting name	Lead Beneficiary	Due date (month)	Date (calendar)
BEAMING Kick-Off Meeting	BME	2	Feb-2024
1st Annual Consortium Meeting	UNSFA	13	Jan-2025
2nd Annual Consortium Meeting	UNIBL	25	Jan-2026
3rd Annual Consortium Meeting	BOKU	37	Jan-2027
Final Meeting	BME	48	Dec-2027

Online Meetings

The following project meetings will be organized online:

- General Assembly Meetings annually
- Executive Board Meetings every fourth month
- Task Force Meetings bi-monthly
- WP Leader Meetings monthly
- Meeting with the PO after the reporting period

Minutes of the Meetings

The chairperson of the meeting is responsible for preparing written minutes for every meeting, serving as the official record of all decisions taken. The chairperson should distribute the draft minutes to all participants within 10 calendar days of the meeting. If no objections regarding the accuracy of the draft are received within 15 calendar days of distribution, the minutes will be considered accepted.

The chairperson should send accepted minutes to all participants and the Coordinator, who will store them on Sharepoint. Upon request, the PC will provide authenticated copies to consortium partners.

6. Project Changes: Amendments

The principle of the project is to complete tasks and activities within the scheduled timeframe and allocated resources outlined in GA. Significant project changes and deviations from the planned work must be documented in writing. The WP Leader proposing the change should send a written communication to the Consortium, outlining the rationale behind the proposed changes and detailing the potential impact on the budget, work program, etc.

Generally, any modification to the GA or its annexes requires an official amendment. However, the GA may allow parties to make specific modifications in certain instances without formally amending the agreement. Nonetheless, there are situations where the necessity for an amendment must be carefully evaluated. If an amendment to the GA is necessary, the Project Coordinator will request the amendment process from the Project Officer on behalf of the Consortium.

Amendments to the GA are needed in case of significant changes to the project's scope, budget, legal requirements, partnership composition, duration, or other essential aspects are outlined in the agreement. Modifications within predefined flexibility limits involve minor administrative or technical adjustments or are explicitly pre-approved within the GA and may not require formal amendments.

7. Conclusions

This document outlines a set of guidelines aimed at facilitating efficient and transparent project governance. It is designed to complement both the Grant Agreement (GA) and Consortium Agreement (CA). The project team will utilize this deliverable to establish a shared understanding of the procedures and rules governing day-to-day project management and execution.