

WP 1 - D1.1: MANAGEMENT PLAN



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ABSTRACT
The purpose of this document is to present Deliverable D1.1 - Management Plan for the RestaCOVE project. The plan establishes the governance, operational coordination, internal communication, scheduling, monitoring, reporting, financial control, quality assurance, risk management and deliverable-management arrangements applied throughout the 48-month action. It operationalises a matrix management model combining vertical coordination through Work Packages and tasks with horizontal alignment through National Coordination Committees. The document defines the Central Coordination Unit, Project Steering Committee, Task Force of Project Managers, Work Package Coordination Boards, National Coordination Committees, Work Package Leaders, Task Leaders, Deliverable Responsible Partners and thematic managers. It also sets out the Master Gantt Chart, the central Task File, deviation and escalation levels, meeting architecture, formal email and repository rules, reporting tools, financial monitoring procedures, deputy arrangements and the workflow for drafting, reviewing, approving, submitting and archiving project outputs. D1.1 is a sensitive internal management document and is complemented by the specialised Quality, Risk, Green, Digital, Inclusion, Communication, Dissemination and Sustainability plans.





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1. INTRODUCTION

1.1 Purpose and scope of D1.1

This Management Plan is the operational reference document for the internal governance and day-to-day coordination of the RestaCOVE project. It translates the Grant Agreement and Description of Action into clear procedures for decision-making, task execution, communication, scheduling, monitoring, reporting, financial control, quality assurance, risk management and documentation. The plan applies to all 18 partners, five Work Packages, tasks, deliverables, milestones, meetings, events and management records produced during the 48-month implementation period.

The revised plan integrates the detailed management architecture defined in the final Management Plan while retaining the official RestaCOVE deliverable structure. It distinguishes strategic, operational, task-specific and national coordination levels and establishes a bi-directional flow of information between technical implementation, national contexts and consortium-level governance.

- Establish a transparent matrix governance model combining Work Package execution with national coordination.
- Clarify the responsibilities of all management bodies, functional managers, leaders, partners and deputies.
- Define the Master Gantt Chart, central Task File, reporting calendar and escalation procedures.
- Ensure traceable formal communication, controlled document management and complete evidence collection.
- Coordinate financial, quality, risk, green, digital, inclusion, dissemination and exploitation requirements without duplicating the specialised plans.

1.2 Project reference information

Item	Project information
Project number	101260578
Project acronym	RestaCOVE
Project name	VET Excellence Pathways for Sustainable Collective Catering and Restaurants
Call / Topic	ERASMUS-EDU-2025-PEX-COVE
Type of action	ERASMUS-LS
Project duration	48 months
Starting date	1 April 2026
Coordinator	Universita Cattolica del Sacro Cuore (UCSC)
Consortium	18 partners in 6 countries

RestaCOVE establishes Vocational Excellence Pathways for Sustainable Collective Catering and Restaurants by connecting VET providers, higher education institutions, enterprises, chambers, regional authorities, research organisations and sector representatives. The project pursues three general objectives: a shared European teaching and learning model; durable cooperation between education, enterprises, academia and communities; and stronger governance, strategic planning and financial sustainability of VET ecosystems.

1.3 Source basis and document interfaces

D1.1 is aligned with the Grant Agreement, the Description of Action, WP1 task descriptions and the final Management Plan supplied by the coordinator. It is a sensitive internal document. The Management Plan defines the common governance and control framework, while detailed technical rules remain in the

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specialised deliverables: D1.2 Quality Assurance Plan and reports, D1.5 Risk Plan and reports, D1.6 Green Plan and reports, D1.7 Inclusion Plan and report, D1.8 Digital Plan and reports, D5.2 Communication, Dissemination and Visibility Plan, and D5.1 Sustainability Plan. This separation avoids duplication and ensures that each plan retains a clear scope. In particular, quantitative communication targets, target-group segmentation, the month-by-month dissemination calendar, channels and operational templates are governed by D5.2; D1.1 specifies only the coordination, reporting and escalation interface required to integrate those activities into project governance.

2. MANAGEMENT STRUCTURE, ROLES, AND DUTIES

The RestaCoVE project operates across a highly diverse and geographically distributed consortium of 18 partners spanning multiple European countries. Given the 48-month duration of the project and the complex nature of establishing Vocational Excellence Pathways for Sustainable Collective Catering and Restaurants, the management structure must be robust, agile, and transparent. The overarching management philosophy relies on a matrix organization model, intersecting vertical task execution (through Work Packages) with horizontal geographical alignment (through National Hubs). This ensures that while tasks are driven forward systematically, local and cultural contexts are deeply integrated into the project's outputs. To ensure integration across all partners, Work Packages (WPs), and national borders, the project implements a multi-tiered management architecture comprising strategic, operational, localized, and task-specific boards.

This multi-layered architecture is designed to prevent bottlenecks and ensure a bi-directional flow of information. The operational updates generated by the Task Leaders flow up to the WP Leaders (via the WPCBs), who report to the Project Managers and UCSC. Simultaneously, localized challenges or opportunities identified by the National Partners flow horizontally through the NCCs to UCSC. UCSC, acting as the central nexus, synthesizes this vertical task data and horizontal geographical data to present a comprehensive, holistic view of the project's health to the Project Steering Committee during quarterly meetings. This sophisticated organizational matrix ensures that RestaCoVE is strictly managed at the macro level while remaining highly adaptive and deeply embedded in local realities at the micro level.

2.1 The Central Coordination Unit (CCU)

At the pinnacle of the management structure sits the Coordinating Institution, Università Cattolica del Sacro Cuore (UCSC). UCSC operates as the Central Coordination Unit (CCU), acting as the ultimate guarantor of the project’s success, legal compliance, and financial integrity before the European Commission. The CCU is not merely an administrative hub; it provides the strategic vision and continuous monitoring required to keep a project of this magnitude on track. UCSC's duties include the oversight of general and financial plans, the maintenance of the overarching task plan, the implementation of comprehensive risk management strategies, and the facilitation of internal communications. Furthermore, the CCU acts as the primary liaison between the consortium and the funding agency, ensuring that all deliverables, milestones, and financial declarations are submitted accurately and punctually.

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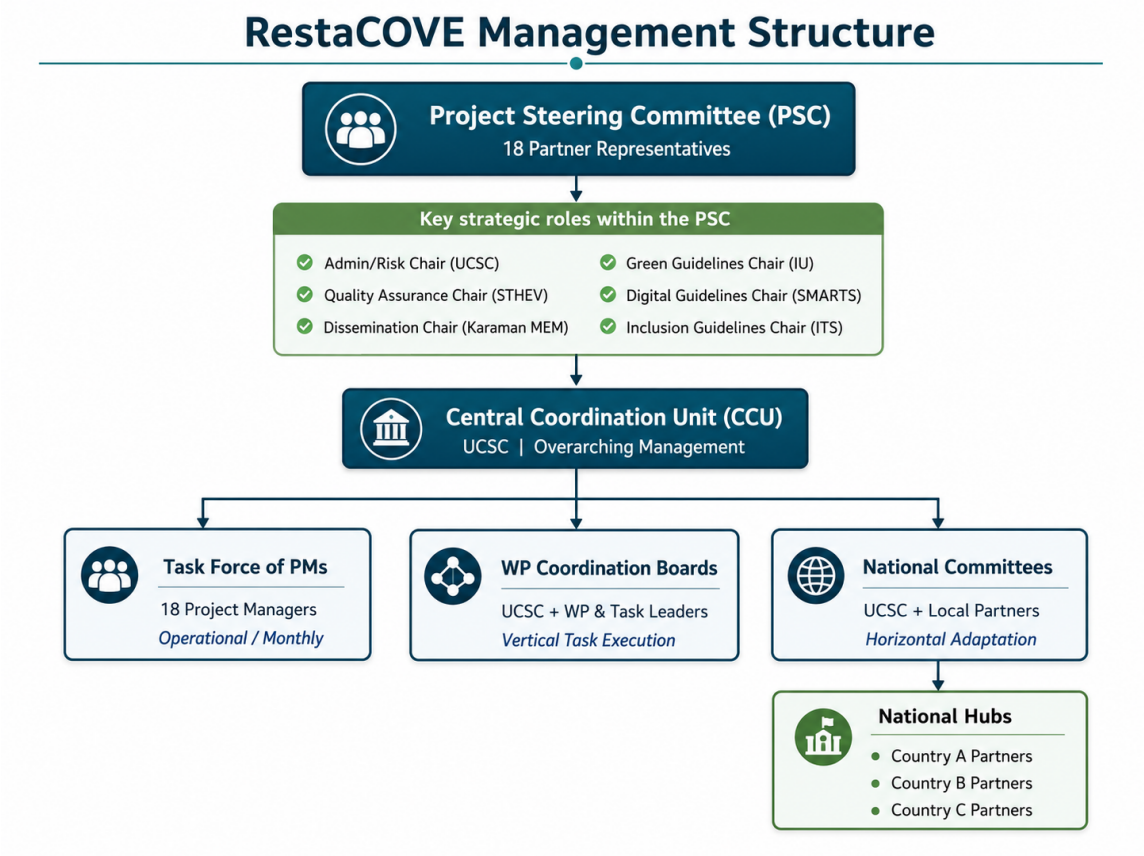


Fig. 1. Organizational structure of the project management.

2.2 The Project Steering Committee (PSC)

The Project Steering Committee (PSC) serves as the supreme governing body of the RestaCoVE consortium. Its primary mandate is to provide strategic direction, validate all major deliverables before their official release, approve financial redistributions if necessary, and act as the highest level of conflict resolution.

- **Composition:** The PSC is composed of one senior representative from each of the 18 partner organizations. To champion equality and diversity, the consortium mandates that the collective membership of the PSC, alongside other key management bodies, be equally balanced by gender across the project.
- **Meetings and Operations:** The PSC convenes at least on a quarterly basis. These meetings alternate between virtual sessions (via Microsoft Teams or other software decided by the consortium) and in-person summits aligned with the project's transnational mobility schedules and annual face-to-face meetings.
- **Decision-Making:** The decision-making process within the PSC is fundamentally rooted in consensus-building. The committee strives to reach unanimous agreements through open dialogue and collaborative problem-solving. However, when consensus cannot be reached, decisions are made through democratic voting. Each partner organization holds exactly one equal vote. Decisions are carried by a simple majority, with the CCU (UCSC) holding a casting vote in the highly unlikely event of a tie.
- **Emergency Protocols:** Should persistent delays occur—defined as any critical task falling more than three months behind the agreed Gantt chart schedule—the PSC will immediately convene an extraordinary urgent meeting to brainstorm mitigations, reallocate resources if necessary, and vote on binding corrective actions.

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2.3 The Task Force of Project Managers (PMs)

While the PSC handles high-level strategy, the day-to-day operational engine of RestaCoVE is driven by the Task Force of Project Managers (PMs).

- **Role and Composition:** Every partner organization appoints a dedicated Project Manager to this task force. These individuals are the operational linchpins of their respective organizations, responsible for ensuring that all assigned tasks are executed in strict compliance with RestaCoVE's performance indicators, quality standards, and timelines.
- **Duties:** The PMs are tasked with continuous, day-to-day communication. They collect vital metrics, compile data for the Financial Monitoring Dashboard (FMD) and Dissemination Worksheets, and draft the biannual Task Reports.
- **Meetings:** The PM Task Force meets online on a monthly basis. These operational syncs are crucial for identifying early-warning signs of bottlenecks, sharing best practices, and ensuring that all partners remain perfectly aligned with the immediate project schedule.

2.4 Work Package Coordination Boards (WPCB)

To ensure deep, granular oversight of the project's deliverables, RestaCoVE implements a dedicated coordination system for each individual Work Package (WP). Rather than allowing WPs to operate in silos, the project establishes Work Package Coordination Boards (WPCBs).

- **Structure:** Each WPCB is a triad composed of the Central Coordinator (UCSC), the designated WP Leader, and all the respective Task Leaders operating within that specific WP.
- **Functionality:** This system guarantees that the overarching vision of UCSC is directly translated into the specific methodologies of the WP Leader, which are then seamlessly executed by the Task Leaders. UCSC maintains a presence in every WPCB to ensure cross-WP synergy—preventing duplicate work and ensuring that outputs from one WP flow smoothly as inputs into the next.
- **Operational Rhythm:** The WP Leader assumes the role of the primary driver for their board, scheduling at least monthly micro-meetings (or "scrum" sessions) with their Task Leaders. During these sessions, Task Leaders report on granular progress, immediate hurdles, and resource needs. The WP Leader then synthesizes this operational data and reports it upward to UCSC. This triad ensures that accountability is distributed but highly visible, meaning a delay at the task level is instantly recognized by the WP Leader and immediately communicated to the Central Coordinator for swift intervention.

2.5 National Coordination Committees (NCC)

Given that RestaCoVE aims to revolutionize vocational excellence pathways across distinct European landscapes, a purely vertical management system is insufficient. Local legislation, educational frameworks, cultural nuances in the catering sector, and language barriers necessitate a robust localized management tier. To address this, the project features National Coordination Committees (NCCs) for every country represented in the consortium.

- **Structure:** Each NCC consists of the Central Coordinator (UCSC) acting in an oversight and alignment capacity, alongside all the partner organizations operating within that specific country (e.g., all Italian partners form the Italian NCC, all Greek partners form the Greek NCC, etc.). One local partner within each country is designated as the National Lead.
- **Functionality:** The primary goal of the NCC is to contextualize the project's broader objectives into the specific reality of their nation. While the WPs create standardized frameworks, the NCCs are responsible for local adaptation. They coordinate national-level research, ensure that localized deliverables (such as translated training materials or national policy recommendations) are culturally and linguistically flawless, and manage the execution of regional events.
- **Strategic Role of UCSC in NCCs:** UCSC's inclusion in every National Coordination Committee is a critical design choice. It ensures that while countries have the autonomy to adapt content to their local VET and catering ecosystems, they do not drift away from the core RestaCoVE framework. UCSC acts as the standard-bearer, cross-pollinating successful localized strategies from one NCC to another.

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- **Impact on Dissemination and Events:** The NCC system is particularly vital for the project's promotion plan. When organizing the 10 regional final events across partner countries, the respective NCC will take full ownership of the logistics, stakeholder engagement, and localized marketing, ensuring maximum impact within their national borders while reporting up to the central Dissemination Manager and UCSC.

2.6 Operational Roles and Responsibilities

To ensure the effective execution of project activities, the management structure defines clear roles for Work Package (WP) Leaders, Task Leaders, and Deliverable Responsible Partners. This hierarchy fosters accountability and maintains a continuous flow of information from the technical level to the project leadership.

- **Work Package Leaders:** These partners hold the overall responsibility for coordinating all activities within their respective WP. They provide strategic and operational support to Task Leaders and Deliverable Responsible Partners, ensuring all tasks align with the WP's objectives. WP Leaders serve as the primary bridge to the Project Coordinator, aligning internal WP organization with the project's global strategy.
- **Task Leaders:** The Task Leader is responsible for organizing the work within a specific task and requesting equitable and appropriate contributions from all involved partners. The designation of this role follows specific criteria:
    - **Single Deliverable:** If a task has only one associated deliverable, the Task Leader coincides with the Deliverable Responsible Partner.
    - **Multiple Deliverables:** If a task involves multiple deliverables, the respective Deliverable Responsible Partners must agree on who will assume the leadership. In the absence of an agreement, the **WP Leader** proposes a solution.
    - **No Deliverables:** In cases where a task has no assigned deliverable, the WP Leader assumes the role of Task Leader.
- **Deliverable Responsible Partners:** These partners are specifically tasked with the completion and quality of a designated deliverable. They organize the necessary activities—either as the Task Leader or in close collaboration with them—by soliciting contributions from the relevant consortium members.
- **Coordination Flow:** This structure operates through a bottom-up reporting and top-down guidance system. Deliverable Responsible Partners coordinate with their Task Leaders, who in turn report to and align with the WP Leaders. Finally, WP Leaders coordinate directly with the Lead Partner (Project Coordinator) to ensure overall project cohesion.

3. KEY ROLES, INTERNAL STRUCTURES, AND CONTACT LISTS

This section elaborates on the specific functional roles, the distribution of responsibilities across the consortium, and the internal infrastructure designed to support the RestaCoVE project.

To guarantee that the RestaCoVE project not only meets its administrative obligations but also delivers high-quality, specialized intellectual outputs, the consortium has established a decentralized framework of key operational roles. While Università Cattolica del Sacro Cuore (UCSC) maintains overarching coordination, specific strategic and thematic portfolios have been delegated to partner organizations possessing distinct expertise. This distribution of leadership ensures that each core pillar of the project—quality, dissemination, sustainability, digitalization, and inclusion—is championed by a dedicated manager.

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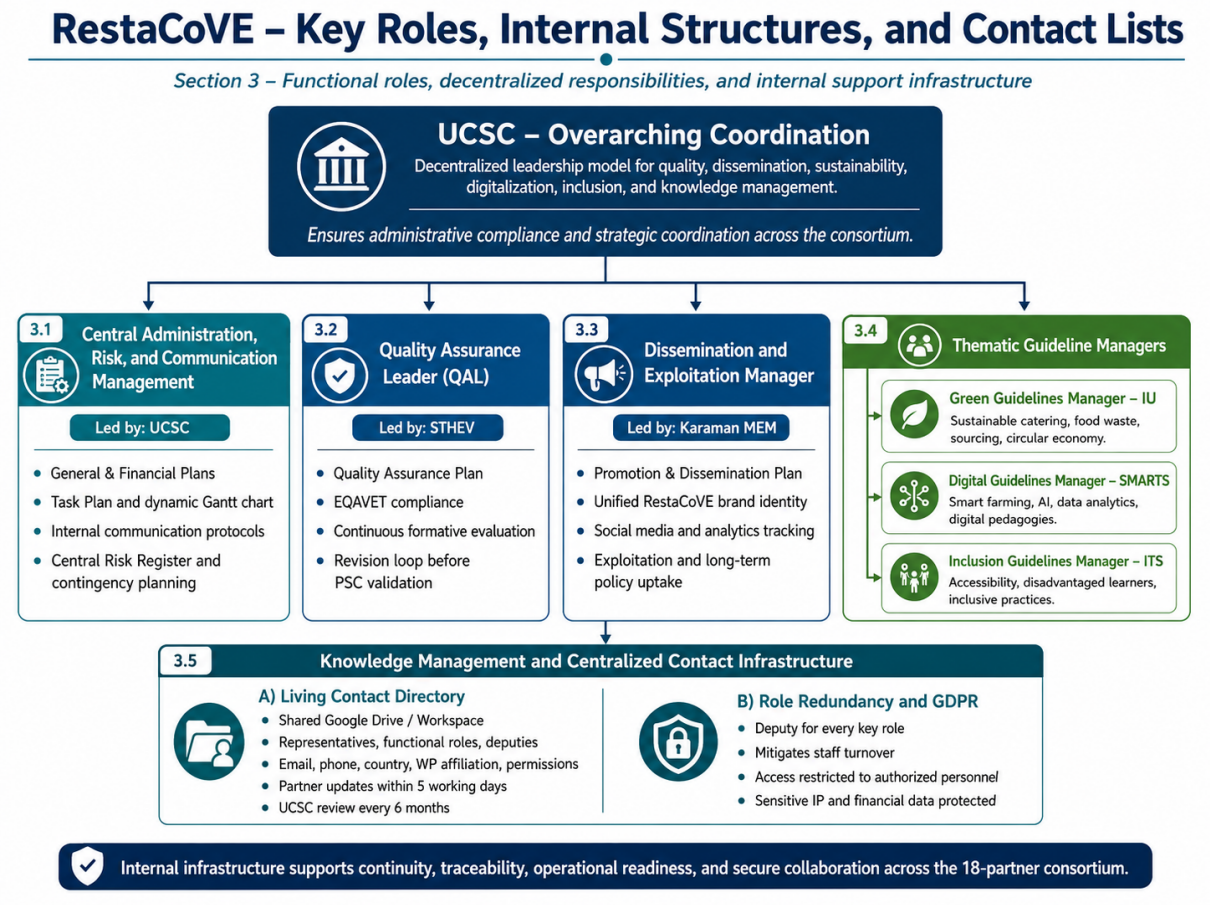


Fig. 2: Key roles in the project management

3.1 Central Administration, Risk, and Communication Management

- **Led by:** Università Cattolica del Sacro Cuore (UCSC)
- **Scope of Responsibilities:** As the lead institution, UCSC assumes direct responsibility for the project's macro-management. This encompasses the generation and maintenance of the **General & Financial Plans**, ensuring that all budget allocations, fund transfers, and financial reporting strictly adhere to European Commission regulations. UCSC is also the custodian of the **Task Plan**, managing the dynamic Gantt chart and ensuring that interdependencies between Work Packages do not cause cascading delays.
- Furthermore, UCSC leads **Internal Communication and Risk Management**. This involves establishing the communication protocols (such as email taxonomies and Google Workspace configurations) and maintaining the central Risk Register. UCSC continuously monitors potential threats—ranging from financial discrepancies to partner dropout or technical failures—and works proactively with the Project Steering Committee to deploy contingency plans.

3.2 Quality Assurance Leader (QAL)

- **Led by:** STHEV
- **Scope of Responsibilities:** STHEV serves as the project's internal auditor and Quality Assurance Leader. The QAL is responsible for designing and implementing the Quality Assurance Plan, ensuring that all deliverables, training modules, and strategic frameworks comply with the **EQAVET (European Quality Assurance in Vocational Education and Training)** framework.
- The QAL does not merely review final documents; they implement continuous, formative evaluation throughout the project lifecycle. This includes designing evaluation rubrics, distributing feedback questionnaires following transnational meetings or training events, and compiling the internal Quality

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Reports. If a deliverable or a partner's performance falls below the agreed-upon quality benchmarks, the QAL has the authority to trigger a revision loop before the output is officially validated by the Project Steering Committee.

3.3 Dissemination and Exploitation Manager

- **Led by:** Karaman MEM
- **Scope of Responsibilities:** The Dissemination Manager is the chief architect of the project's public visibility and long-term impact. Tasked with reaching a monumental target of over 200,000 stakeholders, this role involves coordinating the **Promotion and Dissemination Plan** across all 18 partners.
- Karaman MEM oversees the unified brand identity of RestaCoVE, ensuring that all partners use the correct logos, disclaimers, and formatting. They manage the synchronized social media campaigns, track analytics across platforms (Facebook, Instagram, LinkedIn), and monitor the expenditure of the localized €1000 paid ad budgets. Additionally, the Dissemination Manager is responsible for ensuring that the project's outputs (such as the Green, Digital, and Inclusion Guidelines) are "exploited"—meaning they are successfully integrated into regional policy, adopted by local VET providers, and recognized by the collective catering sector long after the project's 48-month funding period concludes.

3.4 Thematic Guideline Managers

The core intellectual outputs of the RestaCoVE project revolve around modernizing Vocational Excellence Pathways. To ensure these pathways are robust, the project has appointed three specific managers to lead the development of specialized guidelines.

- **Green Guidelines Manager (Led by IU):** This role is dedicated to aligning the VET pathways with the European Green Deal and the Farm-to-Fork strategy. The Green Guidelines Manager is responsible for coordinating research, best practices, and curriculum development related to sustainable collective catering. This includes overseeing the creation of materials focused on food waste reduction, sustainable sourcing, eco-friendly restaurant operations, and circular economy principles within the hospitality sector.
- **Digital Guidelines Manager (Led by SMARTS):** Tasked with bringing the catering and VET sectors into the digital age, this manager oversees the integration of technology into the project's outputs. Responsibilities include formulating guidelines on smart farming integration, digital inventory management, the use of AI and data analytics in restaurant operations, and the modernization of digital pedagogical tools for VET educators.
- **Inclusion Guidelines Manager (Led by ITS):** Ensuring that the newly developed vocational pathways are accessible to all is the primary mandate of this role. The Inclusion Guidelines Manager leads the consortium in developing strategies to support marginalized groups, individuals with disabilities, and socio-economically disadvantaged learners. They ensure that all training materials, digital platforms, and physical mobility events are designed with universal accessibility and inclusive educational practices in mind.

3.5 Knowledge Management and the Centralized Contact Infrastructure

To support this complex matrix of roles, a robust internal infrastructure is required to manage knowledge and personnel.

- **The Living Contact List:** Rather than relying on static, quickly outdated documents, the consortium maintains a "Living Contact Directory" hosted on the shared Google Drive account. The directory includes, for each partner organization, at minimum: organization name, designated representatives, functional role (e.g., Project Steering Committee member, Project Manager, Task leader), deputy contact, email address, phone number, country, relevant Work Package affiliation, and access permissions. Each partner is responsible for validating its entries at project start and updating them within five working days of any staff or role change. The Central Coordination Unit (UCSC) oversees the

integrity of the directory and performs a formal review every six months to ensure continuity, traceability, and operational readiness.

- **Role Redundancy and GDPR:** To mitigate the risk of staff turnover, every key role within the project must have a designated "Deputy" listed in the directory. Access to this contact list and the broader Google Workspace ecosystem is strictly governed by European GDPR regulations. Only authorized personnel mapped to specific Work Packages are granted edit access to sensitive intellectual property or financial data, ensuring that the internal structures remain secure, organized, and highly efficient.

4. Project Schedule

Managing a complex, transnational consortium over a multi-year timeframe requires a rigorous, transparent, and highly structured approach to time and resource management. The RestaCoVE project spans a total of 48 months (designated sequentially as Month 1 through Month 48, or M1–M48) and is systematically organized into five distinct Work Packages (WPs). Each WP represents a major project phase or thematic pillar, ranging from project management and quality assurance to the tangible development of the Green, Digital, and Inclusion Guidelines. To ensure seamless execution across all 18 partners, the consortium relies on a dual-tool system for scheduling: a macro-level Gantt Chart for baseline visualization and a highly granular, dynamic "Task File" for micro-level operational tracking.

4.1 The Master Gantt Chart

At the inception of the project, Università Cattolica del Sacro Cuore (UCSC), acting as the Central Coordination Unit, finalizes the Master Gantt Chart. This document serves as the project's strategic baseline. It visually maps out the entire 48-month lifecycle, clearly delineating the start and end dates of all five WPs, the scheduling of the major transnational meetings, and the critical path of key deliverables. While the Gantt Chart provides an essential high-level overview for the Project Steering Committee (PSC) and the European Commission, it is a relatively static document designed for macro-monitoring. For day-to-day, granular execution, the consortium transitions to the centralized Task File.

4.2 The "Task File"

The "Task File" is the single most important operational document within the RestaCoVE management framework. It acts as the "single source of truth" regarding the real-time status of every activity within the project. Hosted on the secure, shared Google Drive infrastructure to allow for simultaneous, real-time editing, the Task File transforms the broad objectives of the Gantt chart into actionable, trackable, and accountable micro-tasks.

The Task File is meticulously structured to capture a comprehensive array of data points for every single project activity. Its architecture includes the following critical tracking parameters:

- **Activity Taxonomy and Identification:** Every task is assigned a unique alphanumeric code linking it directly to its parent Work Package and Deliverable (e.g., Task 2.1.3 corresponds to WP2, Deliverable 1, Sub-task 3). This prevents ambiguity and ensures strict alignment with the Grant Agreement.
- **Granular Descriptions:** A clear, concise description of the task's specific requirements, expected outputs, and quality standards.
- **Responsibility Matrix:** Explicit identification of the "Lead Partner" (the organization ultimately accountable for the task's completion) and the "Contributing Partners" (those required to provide data, translations, or local adaptations). Furthermore, it lists the specific individual within the Lead Partner's organization responsible for driving the work.
- **Timeline and Milestones:** The precisely defined start date, target completion date, and any intermediate milestones. Crucially, the Task File tracks interdependencies—highlighting if a task cannot begin until another specific task is completed (e.g., the localized training modules cannot begin until the overarching Green Guidelines are finalized).
- **Current State and Percentage of Completion:** This is the most dynamic element of the file. Task Leaders are required to update the completion percentage (from 0% to 100%) and provide a brief

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qualitative status update (e.g., "Not Started," "In Progress - On Track," "In Progress - Minor Delays," "Completed," or "Under Quality Review").

- **Deliverable Repository Link:** Once a task reaches 100% completion, the Task File mandates the inclusion of a direct hyperlink to the final output (document, dataset, or multimedia file) stored within the designated Google Drive folder, ensuring immediate access for the Quality Assurance Leader (STHEV).
- **Monitoring Cycle:** The Task File is not a passive ledger; it is actively integrated into the project's communication rhythm. It operates on a strict monthly update cycle aligned with the Task Force of Project Managers (PMs) meetings.
- **Pre-Meeting Updates:** At least 48 hours prior to the monthly PM online sync, every designated Project Manager must access the Task File and update the percentage of completion and status notes for all tasks assigned to their organization.
- **Meeting Review:** During the monthly meeting, the Central Coordinator (UCSC) projects the Task File via screen share. Rather than discussing every task, the meeting focuses exclusively on "exceptions"—tasks that are approaching their deadlines without sufficient progress, or tasks flagged as delayed. This exception-based reporting ensures that meetings remain highly efficient and focused on problem-solving.

4.3 Deviation Management and Escalation Protocols

Despite careful planning, complex international projects inevitably encounter unforeseen challenges. The Task File functions as an early warning system, automatically highlighting tasks that have deviated from their baseline schedule. The project employs a tiered approach to managing these delays:

- **Level 1 Deviation (Minor Delays - Under 1 Month):** If a task is delayed by less than a month, the respective WP Leader and the assigned Task Leader coordinate directly to implement rapid mitigation measures (e.g., reallocating internal staff). The delay is noted in the Task File, but no formal escalation is required.
- **Level 2 Deviation (Moderate Delays - 1 to 2 Months):** If a task slips beyond one month, it triggers a formal review by the Central Coordination Unit (UCSC). The responsible partner must submit a brief written explanation of the bottleneck and a binding recovery plan.
- **Level 3 Deviation (Persistent Delays - Over 2 Months):** In the event of persistent, structural delays exceeding three months, the project's emergency protocols are activated. A delay of this magnitude threatens the critical path of the entire project. When the Task File flags a 2-month delay, the Project Steering Committee (PSC) is immediately convened for an urgent, extraordinary meeting. During this session, the PSC will conduct a root-cause analysis, brainstorm structural solutions, and vote on binding corrective actions. These actions may include formally transferring the task to a different, higher-performing partner, reallocating project budgets to compensate for the shifted workload, or officially requesting a project amendment from the European Commission.

5. Internal Communication Plan

The RestaCoVE project relies on a formalized communication strategy designed to ensure absolute clarity, maintain comprehensive administrative traceability, and foster continuous alignment across all Work Packages. To minimize miscommunication and "information silos," the project implements a strict architecture of scheduled meetings, formal written protocols, and centralized digital workspaces.

5.1 The Meeting Architecture

The consortium operates on a highly synchronized schedule of virtual and physical meetings, tailored to different levels of management and execution. This multi-tiered approach ensures that operational tasks are monitored frequently, while strategic and localized objectives are reviewed systematically.

- **Monthly Meetings of the Project Management (PM) Board:** The operational heartbeat of the project is the PM Board. Every month, the designated Project Managers from all 18 partner organizations convene via a secure online platform (e.g., Google Meet). These monthly syncs are strictly operational. They are

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dedicated to reviewing the centralized Task File, discussing immediate short-term deadlines, tracking the percentage of completion for active tasks, and addressing any Level 1 (minor) deviations before they escalate. These meetings ensure that the day-to-day execution of the project remains fluid and uninterrupted.

- **Quarterly Strategic and Coordination Meetings (Every 3 Months):** To maintain high-level alignment without burdening partners with excessive administrative calls, the project condenses its broader strategic meetings into a quarterly cycle. Once every three months, the following distinct boards will convene to review macro-progress:
  - **The Project Steering Committee (PSC) Meeting:** The supreme decision-making body meets to validate completed deliverables, review the overarching financial and risk statuses, and vote on any strategic shifts or required mitigations.
  - **Work Package (WP) Coordination Meetings:** Following the PSC meeting, the WP Leaders, Task Leaders, and the Central Coordinator (UCSC) meet to assess the integration of tasks across different Work Packages. This ensures that outputs from one WP are correctly formatted and timed to serve as inputs for the next.
  - **National Cluster Meetings:** Concurrently, the partners operating within the same country will hold their National Cluster meetings (coordinated by UCSC). These sessions are dedicated to local contextualization, discussing national policy developments, addressing language translation pipelines, and organizing regional dissemination events.
- **Annual Face-to-Face (F2F) Meetings Linked to Capacity Building:** While virtual communication is essential for routine management, deep collaborative work requires physical presence. The consortium will hold one major Face-to-Face meeting per year. To maximize the efficiency of the project budget and reduce the carbon footprint of partner travel, these annual meetings are strategically linked with the project's Capacity Building sessions. By combining the annual strategic review with intensive transnational training mobilities, partners can simultaneously evaluate the previous year's performance, plan the upcoming year's strategy, and upskill their staff on the newly developed RestaCoVE frameworks (such as the Green, Digital, or Inclusion Guidelines).

5.2 Formal Communication Protocols: Email Exclusivity

To ensure strict professional boundaries, robust version control, and absolute traceability for potential European Commission audits, **the use of informal instant messaging platforms (such as WhatsApp, Telegram, or Slack) is strictly excluded from the project's management framework.** * **Email as the Sole Channel for Formal Communication:** Official project communication, task assignments, financial queries, and deliverable submissions will be conducted exclusively via email.

- **Communication Taxonomies:** To prevent inbox overload and ensure critical messages are easily searchable, all formal emails must adhere to a strict subject line taxonomy. For example, emails must begin with the project acronym, followed by the relevant WP, and the topic (e.g., *[RestaCoVE] - [WP2] - Deliverable 2.1 First Draft for Review*).
- **Response Service Level Agreements (SLAs):** Partners are expected to acknowledge receipt of critical coordination emails within 48 to 72 hours, ensuring that the central coordination unit (UCSC) is never left waiting for vital operational input.

5.3 Centralized Documentation and Asynchronous Collaboration

The backbone of the project's asynchronous communication is a secure, GDPR-compliant Cloud Workspace (Google Drive), administered by UCSC.

- **Real-Time Collaboration:** All draft deliverables, the Financial Monitoring Dashboard, the Dissemination Worksheets, and the centralized Task File are hosted on this platform, allowing partners to work simultaneously on documents without creating conflicting localized versions.
- **Meeting Documentation:** Transparency is a core value of the RestaCoVE communication plan. To ensure that absent members can easily catch up and that verbal agreements are officially recorded, all online meetings (Monthly PM, Quarterly PSC/WP/National Clusters) are subject to rigorous

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documentation. This includes the capturing of video-recordings, the generation of AI-assisted automatic transcriptions, and the drafting of formal meeting minutes by UCSC. All of these materials are subsequently uploaded to dedicated, chronologically organized folders within the shared Drive within five working days of the meeting's conclusion.

6. Internal Reporting Tools

To ensure proper monitoring and control of the project's progress, the consortium will utilize a specific set of internal reporting tools:

- **Task File and Task Reports:** The Task File is used by all Project Managers (PMs) to describe the current state of activities, completion percentages, responsibilities, and time factors (e.g., on time, delayed). Based on this file, all organizations will issue a Task Report every six months to document their status, identify risks, and note any deviations from expected outcomes.
- **Quarterly internal progress report**: each Work Package (WP) leader will create a quarterly internal progress report that includes the status of activities, KPIs reached, delays or difficulties faced, and mitigation measures in order to guarantee alignment across all activities and timely delivery.
- **Biannual success report**: a report integrating all quarterly internal progress reports.
- **Progress Reports/continuous reporting:** on EU Sygma Portal each partner must contribute to a continuous reporting.
- **Prefinancing Report**: report for requesting the second prefinancing payment issued at Month M18. This report will be **subject to external eval.** This comprehensive report include qualitative analysis, visual dashboards, and documentation of any project deviations along with the corresponding mitigation measures.
- **Final Report:** issued at month M48 it is necessary for requesting the final payment from the EU.
- **Financial Worksheets and Annual Financial Reports:** Financial Worksheets are editable Excel balance sheets stored on the shared Google Drive, updated in real time by PMs to monitor the budgetary status across partners and Work Packages. Additionally, every partner will submit an Annual Financial Report detailing their use of funds over the year.
- **Dissemination Worksheets and Reports:** Partners use editable Dissemination Worksheets to continuously measure and update dissemination-related performance metrics. Based on these worksheets, a dissemination report is published every six months.
- **Quality Reports:** Released every six months by the partners, these reports are compiled at the Quality Assurance Leader (QAL) level to monitor and report on all quality indicators.
- **Risk Reports:** Delivered annually by the coordinating institution (UCSC), these reports document all risks that occurred and the corrective measures that were implemented.
- **Green, Inclusion, and Digital Reports:** All partners will release annual internal reports detailing their compliance with the project's Green, Inclusion, and Digital Plans.

7. PROMOTION AND DISSEMINATION PLAN

The overarching goal of the RestaCoVE Promotion and Dissemination Plan is not merely to share information, but to guarantee the active "exploitation" of the project’s results. This means ensuring that the newly developed Vocational Excellence Pathways—specifically the Green, Digital, and Inclusion Guidelines—are fundamentally integrated into regional policies, adopted by VET providers, and recognized by SMEs in the collective catering sector long after the funding period concludes.

Led centrally by Karaman MEM, this highly structured campaign is designed to reach an ambitious cumulative target of over 200,000 stakeholders. To achieve this, the consortium will deploy a multi-channel strategy utilizing five primary dissemination tools. Below is the detailed breakdown of each tool’s specific form, required content, target audience, and operational deadlines.

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7.1 Tool 1: The Central Project Website and Open-Access Hub

The project website serves as the primary digital anchor and the ultimate repository for all intellectual outputs generated by the RestaCoVE consortium.

- **Form:** A highly professional, mobile-responsive, and WCAG 2.1 accessible web platform. It will be fundamentally multilingual, featuring core navigation and localized summaries in English alongside the native languages of the partner countries.
- **Content:** The website will host the "Open Access Resource Hub," containing downloadable PDF versions of the Green, Digital, and Inclusion Guidelines, pedagogical frameworks, and policy briefs. Furthermore, it will feature an active "Project Blog" detailing mobility outcomes, partner spotlights, and theoretical insights.
- **Target Audience:** The primary targets are VET educators searching for curriculum upgrades, policymakers looking for sustainable catering frameworks, and evaluators from the European Commission. The traffic target is set at a minimum of 50,000 unique visitors over the project's lifespan.
- **Deadlines and Frequency:** The beta version of the website must be launched by **Month 3 (M3)**, with full operational capacity and localized translations completed by **Month 6 (M6)**. The blog must be continuously updated, with a strict mandate of at least **48 project progress blog posts** published by M48 (averaging one post per month across the consortium).

7.2 Tool 2: Synchronized Social Media Campaigns

To build a community and engage with younger demographics and industry professionals, the project will maintain an aggressive, synchronized social media presence.

- **Form:** A tri-platform strategy utilizing Facebook (for community building and local event promotion), Instagram (for visual storytelling, youth engagement, and reels), and LinkedIn (for B2B networking, SME outreach, and policymaker engagement).
- **Content:** Outputs will include bite-sized infographics derived from the main deliverables, behind-the-scenes photography from transnational meetings and capacity-building workshops, "Did You Know?" factoids about sustainable catering, and short video teasers.
- **Target Audience:** VET learners (primarily via Instagram), collective catering SMEs, hospitality managers, and institutional stakeholders (primarily via LinkedIn). The collective target is 100,000+ verifiable impressions and engagements.
- **Deadlines and Frequency:** The campaign mandates a minimum of **144 core posts** (48 dedicated posts per platform) distributed evenly over the 48 months.

7.3 Tool 3: Direct Email Marketing and Newsletter Distribution

While social media provides broad visibility, direct email marketing ensures targeted, high-value engagement with key decision-makers who can implement the RestaCoVE frameworks.

- **Form:** Professionally designed, GDPR-compliant HTML email newsletters distributed via a centralized platform (e.g., Mailchimp), ensuring uniform branding and the ability to track open and click-through rates.
- **Content:** In-depth project updates, executive summaries of recently published deliverables, official invitations to upcoming webinars or regional events, and localized policy recommendations.
- **Target Audience:** A meticulously curated "Stakeholder Database." This database must contain at least **900 high-level recipients**. To build this, each of the 18 partner organizations is strictly required to contribute and manage a minimum of **50 dedicated, high-value contacts** (comprising local VET school directors, regional ministry officials, and catering industry board members).
- **Deadlines and Frequency:** A total of **18 promotional email campaigns** will be broadcast. These are not sent randomly; they are tied to a strategic calendar (approximately one every 2.5 months), with distribution peaking immediately following the validation of major Work Package deliverables by the Project Steering Committee.

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7.4 Tool 4: Multimedia and Promotional Video Production

Recognizing the shift toward visual learning in the VET sector, the production of high-quality multimedia assets is a cornerstone of the dissemination plan.

- **Form:** High-definition (1080p minimum) video content hosted on a dedicated RestaCoVE YouTube channel. All videos must feature professional audio, standard project branding (intros/outros), and localized subtitles to ensure pan-European accessibility. These primary videos will subsequently be segmented into shorter, vertical "reels" for Instagram and Facebook.
- **Content:** The content will vary from conceptual explainers (e.g., "What is a Sustainable Collective Catering Pathway?") to practical "how-to" demonstrations based on the Green and Digital Guidelines. It will also include interview footage with project leaders and success-story testimonials from VET students participating in the capacity-building mobilities.
- **Target Audience:** Visual learners, prospective VET students, catering apprentices, and algorithm-driven social media audiences.
- **Deadlines and Frequency:** The consortium is mandated to produce **18 core promotional videos** over the project's lifecycle. Scripting and production responsibilities will be distributed among the WP Leaders, with major video releases aligned with the completion of M12, M24, and M36 objectives.

7.5 Tool 5: Webinars, Regional Multiplier Events, and the Final Conference

Digital dissemination must be complemented by live, interactive engagement to secure the long-term exploitation of the project's intellectual property.

- **Form and Content:**
  - **International Webinars:** Online seminars hosted via Zoom or Microsoft Teams, featuring expert panels presenting the theoretical frameworks of the project.
  - **Regional Final Events:** Face-to-face, localized multiplier events structured as half-day workshops or seminars. The content here will be entirely translated and culturally adapted to present how the RestaCoVE guidelines can be specifically applied to that nation's catering sector.
  - **Final International Event:** A massive, hybrid (in-person and live-streamed) concluding conference.
- **Target Audience:**
  - *Webinars:* Cross-border VET educators and international SMEs.
  - *Regional Events:* Local stakeholders, regional government representatives, local catering chambers of commerce, and local VET schools (minimum target: 50-100 attendees per event).
  - *Final Event:* European Commission representatives, high-level policymakers, and international educational press.
- **Deadlines and Allocation:**
  - **4 International Promotional Webinars:** Scheduled annually (roughly at M12, M24, M36, and M42) to maintain steady international momentum.
  - **10 Regional Final Events:** Distributed across the partner countries and executed by the National Coordination Committees (NCCs) between **Months 44 and 46**, serving as the final push for local adoption.
  - **1 Final International Event:** Hosted in Milan, Italy, by the coordinating institution (UCSC) in **Month 48**, serving as the grand capstone and official closure of the RestaCoVE project.