



D1.1

Project Management Handbook

Deliverable Table

Project Title & Acronym	Unlocking the Potential of social FARMing for inclusive, sustainable, and regenerative jobs against long-term unemployment - UPFARM
Grant Agreement No.	ESF-SI-2024-LTU-01-0023
Deliverable No.	D1.1
Deliverable Title	Project Management Handbook
Work Package	WP1
Dissemination Level	Public
Due date	31 October 2025
Submission date	13 October 2025
Status	Final
Lead Beneficiary	ANCI Toscana
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Peer Reviewers	N/A
Keywords	Project Management; Project Coordination; Risk Management; Decision-Making; Governance; Collaboration.
Disclaimer	<div style="text-align: center;">    </div> <p>Co-funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or European Social Fund Agency. Neither the European Union nor the Granting Authority can be held responsible for them.</p>



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History of Changes

Version	Date	Authors	Change Description
v1.0	15.09.2025	Laura Martelloni, Sofia Mortati [ANCI Toscana]	First Draft
v1.1	13.10.2025	Laura Martelloni, Sofia Mortati [ANCI Toscana]	Final version incorporating feedback from partners

About UPFARM

UPFARM aims to strengthen social farming (SF) as a tool for inclusive and sustainable employment in Tuscany, addressing the needs of long-term unemployed individuals. Building on existing SF initiatives and networks in the region, the project develops new knowledge, methods, tools, and participatory governance models, with the goal of scaling up SF into a regional asset for job inclusion.

The strategy is implemented through four territorial living labs (Piana di Lucca, Area Pisana, Valdinievole, Zona Fiorentina Sud-Est), which will enhance the capacity of local alliances to work together on socio-occupational inclusion. The labs will combine capacity-building activities, co-design of services, and experimentation with new employment pathways, becoming both drivers and models of the scaling strategy.

The results and approaches developed will be disseminated at the regional level through an open call for new territories and partnerships. The project will also draw on the contributions of European partners to learn from their experiences, strengthen scaling pathways, and contribute to policy innovation at the EU level.

In addition to realizing 40 job placements for long-term unemployed people, UPFARM aims to leave a tangible and lasting legacy: tools, methods, and alliances capable of growing SF in Tuscany, spreading it to new areas, integrating it into public policies, and promoting a more inclusive and sustainable culture.

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List of Acronyms

CA	Consortium Agreement
EC	European Commission
ESFA	European Social Fund Agency
ESF+	European Social Fund Plus
EU	European Union
GA	Grant Agreement
GenA	General Assembly
KoM	Kick-off Meeting
LTU	Long-term Unemployment
MoM	Minutes of Meetings
PC	Project Coordinator
PES	Public Employment Service
PM	Project Manager
SC	Steering Committee
SII+	Social Innovation Initiative Plus
ToC	Theory of Change

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Executive Summary

This deliverable **(D1.1) Project Management Handbook** provides a comprehensive overview of the core managerial and coordination aspects of the UPFARM project. It is meant to equip all project partners with a shared reference framework to help ensure clarity, consistency, and mutual understanding in the management of activities throughout the project's lifecycle.

The Handbook serves two main purposes:

- It is the central guide for governing the project, outlining the shared principles, decision-making structures, and procedural arrangements that support transparent and accountable coordination across the Consortium;
- It acts as a practical resource to assist partners in navigating the day-to-day management of project's activities, helping to ensure that these are carried out efficiently, on time, and in alignment with the project's objectives.

Importantly, the Handbook is conceived not as a rigid set of rules, but as a living document. Managing a complex project such as UPFARM is a dynamic process, shaped by the contributions and experiences of all partners. As such, the Handbook encourages a learning-by-doing approach, with the aim of reducing unnecessary administrative burden and enhancing the effectiveness of collaborative work.

Recognising that better ways of working may emerge as the project progresses, the Handbook is open to revision. It may evolve in response to practical insights, challenges encountered, and new collaborative opportunities. In such cases, the responsibility lies with the project coordination team to update the document accordingly and to ensure that all partners are timely and clearly informed of any changes affecting project management or coordination.

1. Introduction

1.1 Purpose of the Deliverable

The present document (**D1.1 - Project Management Handbook**) **describes the core managerial aspects for UPFARM**, in order to provide all partners with a clear overview of the management approaches, procedures and responsibilities applied in the project. Therefore, the Management Handbook is:

- The main project's guide for governing the project according to shared principles and procedures, including decision-making;
- A supporting resource for partners in the daily management of the project activities.

However, the content of this document is not set in stone. Managing the project is essentially an everyday practice that will need to be collectively built, making the most of learning by doing. Thereby, this document may change over time as we learn new and better ways to work together. Should this happen, it is the responsibility of the project coordination team to keep this document updated, and to timely inform all partners of any change in management and coordination aspects.

1.2 Connection with other documents

The Management Handbook is a complementary document and shall be handled together with the following documents:

- The **Grant Agreement (GA)**, which sets out the legal and contractual framework of UPFARM and is the primary source of contractual rules and procedures toward the European Social Fund Agency (ESFA);
- The **Consortium Agreement (CA)**, which regulates the cooperation between the partners, in compliance with the Grant Agreement.

The Management Handbook does not replace any of these agreements. In the event of discrepancy between documents, the Management Handbook is overruled by Grant Agreement including its Annexes and the Consortium Agreement. More specifically, should there be any inconsistency between the above-mentioned documents, the following order of precedence should be applied:

1. Grant Agreement (GA);
2. Consortium Agreement (CA);
3. Project Management Handbook (present document).

1.3 Structure of the Deliverable

The deliverable follows a clear and functional layout designed to guide partners through all key aspects of project implementation. The main sections include:

- **Project Information:** An overview of the project's key information, including abstract, duration, and budget.
- **Legal Aspects:** Key contractual obligations, including grant agreement provisions and partner responsibilities.
- **Project Structure:** The breakdown of work packages, activities, and deliverables across the work plan.
- **Governance and Organisation:** Description of the decision-making bodies and coordination mechanisms.
- **Quality Assurance:** Key principles and procedures for proper quality planning, assurance, and control.
- **Communication, Dissemination, and Exploitation (CDE):** Principles and requirements for outreach, stakeholder engagement, and the use of project results.
- **Reporting:** Guidance on periodic reporting duties, including content, format, and deadlines.
- **Financial Aspects:** Explanation of the lump sum model, cost eligibility, record-keeping, and financial reporting.

2. Project Information

Project Title and Acronym	Unlocking the Potential of social FARMing for inclusive, sustainable, and regenerative jobs against long-term unemployment - UPFARM
GA N°.	ESF-SI-2024-LTU-01-0023
Abstract	<p>UPFARM aims to unlock the potential of social farming (SF) for creating inclusive, sustainable and regenerative jobs in Tuscany, addressing the unique needs of the long-term unemployed (LTUs). Leveraging promising yet still isolated SF initiatives in Tuscany, we aim to create an enabling infrastructure of knowledge, capacities, working tools and participatory governance that can upscale these initiatives as a regional strategic asset for quality employment, able to boost job inclusion and empowerment of LTUs and vulnerable people while supporting the sustainable development of local food and agriculture systems. Our scaling strategy involves establishing 4 territorial living labs - 2 frontrunners and 2 followers - in distinct areas of Tuscany. Drawing on transnational co-creation, the Labs will work as quadruple-helix local alliances, strengthening their collaborative capacity, placing LTUs' needs at the centre, and empowering them as 'innovation carriers' within local SF enterprises. Through experimental forms of co-governance, capacity building, co-design of personalised support, and novel job placement paths, the labs will drive UPFARM's scaling efforts. They will work as 'lighthouses' of how SF can catalyse meaningful job opportunities for vulnerable people, developing the approaches and tools which will be first tested within the frontrunner labs, then transferred and upscaled to the follower Labs, and lastly systematised as guidelines and protocols of intervention for full scaling across the Region. Transnational co-creation will not only enhance the labs' effectiveness but also seek to influence policy making and drive innovation at the EU level. Beyond realising 40 job placements, UPFARM shall leave a lasting legacy, equipping stakeholders with the tools and approaches needed to scale SF across new territories, boost cultures of inclusivity, and influence institutional decision-making.</p>
Programme & Call	European Social Fund+ - Social Innovation+ Initiative Innovative Approaches Tackling Long- Term Unemployment ESF-SI-2024-LTU-01
Granting Authority	Lithuanian European Social Fund Agency (ESFA)
Grant form	Lump Sum
EU Co-funding	2.808.370,00
Project start	01.09.2025

date	
Project end date	01.09.2028
Total duration (in months)	36

Table 1, Project Information

The list of Project Beneficiaries is listed in the Grant Agreement (GA), the Consortium Agreement (CA), and presented in the Table below:

N°	Name	Short Name	Country	Entry Month	Exit Month
1	ANCI Toscana	ANCI	IT	M1	M36
2	Università di Pisa - Dipartimento di Scienze Veterinarie	UNIFI	IT	M1	M36
3	Regione Toscana	TR	IT	M1	M36
4	Istituto per la Ricerca Sociale	IRS	IT	M1	M36
5	Fondazione Solidarietà Caritas ETS	CARITAS	IT	M1	M36
6	Calafata Soc. Cooperativa Agricola Sociale	CALAFATA	IT	M1	M36
7	Arnera Soc. Cooperativa Agricola Sociale	ARNERA	IT	M1	M36
8	Comune di Capannori	CAP	IT	M1	M36
9	Società della Salute della Valdinievole	VALD	IT	M1	M36
10	Società della Salute Fiorentina Sud-Est	FIORSE	IT	M1	M36
11	Società della Salute	PISA	IT	M1	M36

	Pisana ¹				
12	Impact Hub GmbH	IHN	AT	M1	M36
13	Réseau ASTRA	ASTRA	FR	M1	M36
14	Research Organisation for the Commons and Peer To Peer Practices	P2P	GR	M1	M36
15	Employment Service of Slovenia	ESS	SI	M1	M36

Table 2, List of project's beneficiaries

¹ It is worth highlighting that at the time of writing this Handbook, the UPFARM Consortium is in the process of amending the Grant Agreement to replace BE 11 Società della Salute Pisana with Azienda USL Toscana Nord Ovest (AUSL TNO). Società della Salute (SdS) Pisana is no longer in a position to continue its participation in the project, following the decision taken in August 2025 to start the procedure for its dissolution. Società della Salute (SdS) in Tuscany are typically consortium bodies that bring together municipalities and local health authorities (Aziende USL) to manage social and health services in an integrated way. This is a well-established model of territorial governance in Tuscany established with Regional Law n. 40/2005 and subsequent amendments and additions which, until now, had never experienced such a precedent. In the case of the SdS Pisana, the decision of dissolution was mainly due to non-approval of the 2025 budget and position taken in recent months by the Municipality of Pisa. According to the procedure established by the regional law, the continuity of services will be guaranteed by the Azienda USL Toscana Nord Ovest (AUSL TNO). Therefore, in order to ensure the smooth continuation of the project, it is agreed in cooperation with ESFA to replace SdS Pisana with AUSL Toscana Nord Ovest, which is already assuming responsibility for the management of social and health services in the area. The AUSL is the main public health authority of North-West Tuscany, with broad and consolidated competences in coordinating both healthcare and social welfare services - thus ensuring institutional solidity, operational continuity, and greater technical and administrative capacity.

3. Legal Aspects

3.1 Grant Agreement (GA)

The Grant Agreement (GA) forms the legal basis for implementing the project. It consists of:

- Preamble
- Data Sheet
- Terms and Conditions
- Annex 1 Description of the project
- Annex 2 Estimated budget

Although the GA is signed between the ESFA and ANCI Toscana, all partners have become individual contract partners by signing the Accession Forms. The Grant Agreement must be kept by all partners and should be provided to the auditor in case of an audit.

3.2 Consortium Agreement (CA)

Whereas the GA is signed between the ESFA and the partners, the CA is signed among the partners themselves. It arranges in more detail the provisions of the GA, such as but not limited to: management, payments, decision-making, conflict resolution, intellectual property rights and liability.

3.3 Amendments

During the project, circumstances may arise to call for a request to the ESFA for an amendment of the Grant Agreement. Reasons may include:

- Change of partner(s);
- Change of legal entity;
- Changes in the Project (GA: Annex 1).
- Changes in the Budget (GA: Annex 2);

The beneficiaries must immediately inform the Project Coordinator in case of substantial changes to the planned work, and the Steering Committee will assess if an amendment is required. In this case, the Coordinator shall submit such a request after a decision by the Steering Committee, which shall be ratified by the General Assembly. After approval, the Coordinator shall distribute the revised GA to the partners, replacing former versions. Given the lump sum mechanism applied in UPFARM, **budget transfers among partners always require an amendment.** Amendments may be requested by any of the project partners.

4. Project Structure

4.1 Work Packages

UPFARM is organized into 11 work-packages (WPs):

- **WP1 Project Coordination and Management (First Reporting Period).** This WP assures that UPFARM is kicked off and delivered effectively and efficiently within the 1st reporting period, including by fostering a trustful and collaborative working environment among all partners as well as by adopting the highest standards of ethics and responsible innovation.
- **WP2 Project Coordination and Management (Second Reporting Period).** This WP covers project coordination and management for the 2nd reporting period, making sure that it develops effectively and efficiently toward closure.
- **WP3 Long-term Unemployment and Social Farming' challenges & opportunities: building foundational knowledge.** This is a preparatory WP that seeks to build and share foundational knowledge for the Living Labs and the whole project. More in detail, WP3 aims to dig deep into the unique needs faced by the long-term unemployed in Tuscany, and unveil the potential of social farming to meaningfully address them.
- **WP4 Co-crafting scalable tools, practices, and approaches to job inclusion in social farming for the LTUs (First Reporting Period).** WP4 is a transversal WP that gathers together all partners and Living Labs' stakeholders in a collective, collaborative, and creative process of crafting scalable tools, practices, and approaches to integrated and enduring job inclusion in social farming for the LTUs.
- **WP5 Co-crafting scalable tools, practices, and approaches to job inclusion in social farming for the LTUs (Second Reporting Period).** WP5 is a continuation of WP4, that is a transversal WP that gathers together all partners and Living Labs' stakeholders in a collective, collaborative, and creative process of crafting scalable tools, practices, and approaches to integrated and enduring job inclusion in social farming for the LTUs.
- **WP6 Employment of the LTUs within the frontrunner living labs.** WP6 concretely realises innovative pathways of job placement and inclusion of LTU individuals within Social Farming initiatives in the frontrunner living labs, working as testbeds for the collaboration models, working tools, and personalised service provision and support co-designed in WP4 and WP5.
- **WP7 Employment of the LTUs within the follower living labs (other employment providers).** WP7 realises innovative pathways of job placement and inclusion of LTU individuals within Social Farming initiatives in the follower living labs, building on the experience and learnings of the frontrunner Living Labs, and paving the way to full scaling and cascading across the Tuscany Region.

- **WP8 Scaling strategy from inception to mainstreaming: monitoring, evaluation and strategic learning (First Reporting Period).** WP8 realises ongoing monitoring and evaluation processes of the Living Labs' work and the broader project, seeking to assess and capture key results and learnings to effectively support and steer the scaling strategy from its inception, to delivery, to mainstreaming social farming as a regional asset for long-term work inclusion and empowerment of vulnerable people.
- **WP9 Scaling strategy from inception to mainstreaming: monitoring, evaluation and strategic learning (Second Reporting Period).** WP9 realises ongoing monitoring and punctual evaluation processes of the Living Labs' work and the broader project, seeking to assess and capture key results and learnings to effectively support and steer the scaling strategy from its inception, to delivery, to mainstreaming social farming as a regional asset for long-term work inclusion and empowerment of vulnerable people.
- **WP10 Outreach, early dissemination, and transnational Community of Practice.** WP10 aims to establish and initiate an effective communication, dissemination, and exploitation strategy that can support engagement across the Living Labs; prepare the ground to full regional scaling; and expose the project to transnational learning exchange.
- **WP11 Dissemination & Exploitation toward sustained scaling and cascading.** WP11 seeks to nurture and boost enabling conditions for UPFARM to transition into a full regional scaling action as the project is over. At the same time, this Wp also aims to influence policies and social innovation practices toward the spread of social farming as a viable tool for job integration and social inclusion across other European Regions.

The WPs architecture is shown in Figure 1 (next page):

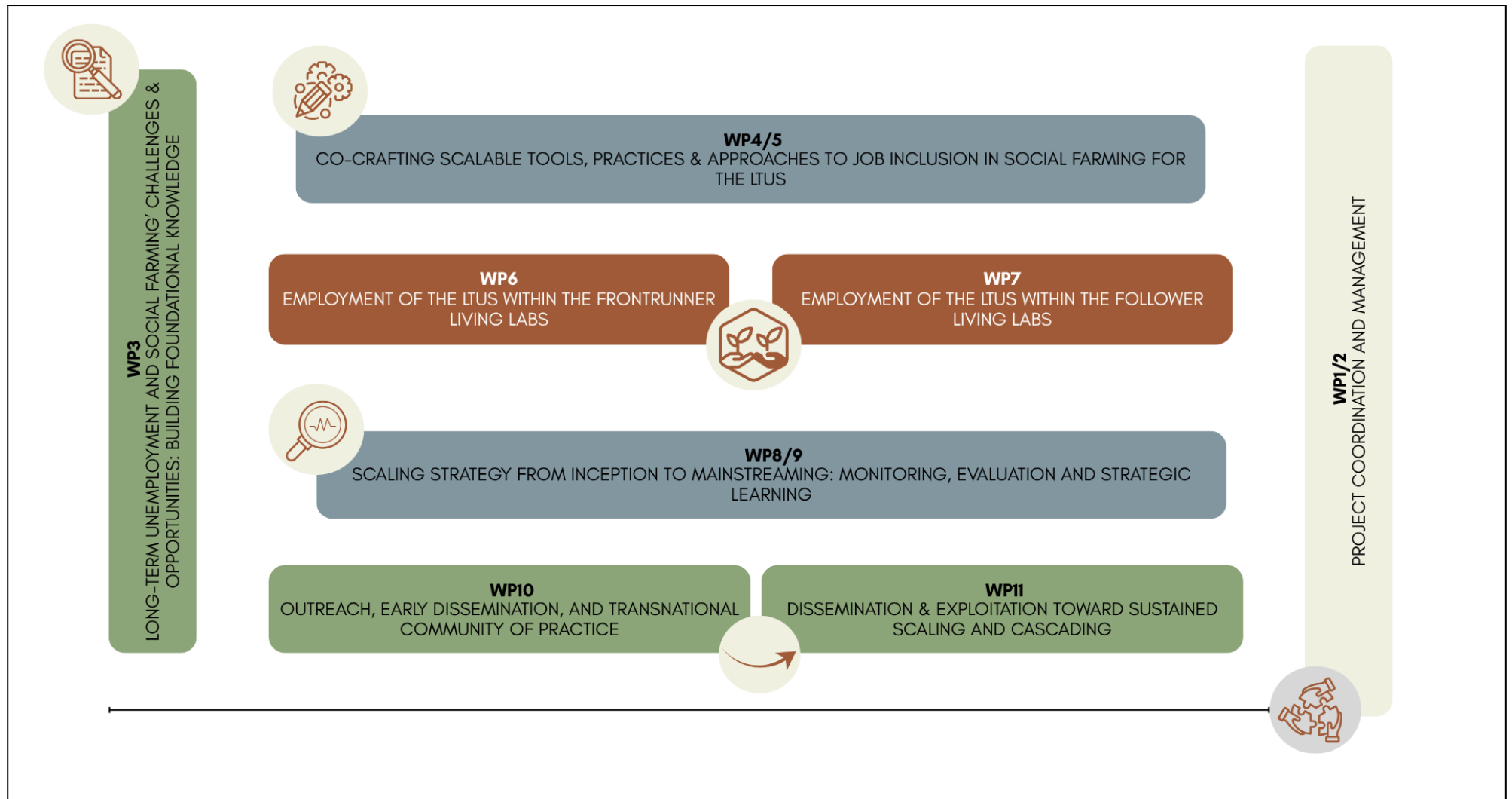


Figure 1, UPFARM's PERT Diagram

The GANTT chart of UPFARM is provided in the following table (Table 3):

WP	Co de	Activity	M 1	M 2	M 3	M 4	M 5	M 6	M 7	M 8	M 9	M 10	M 11	M 12	M 13	M 14	M 15	M 16	M 17	M 18	M 19	M 20	M 21	M 22	M 23	M 24	M 25	M 26	M 27	M 28	M 29	M 30	M 31	M 32	M 33	M 34	M 35	M 36	
REPORTING PERIODS (RP)			RP1																		RP2																		
WP1 Project Coordination and Management (First Reporting Period) ANCI	A1.1	Project MGT 1st Reporting Period																																					
	A1.2	Admin and finance 1st Reporting Period																																					
	A1.3	Ethics & Data Management 1st Reporting Period																																					
	A1.4	Quality assurance for the 1st Reporting Period																																					
WP2 Project Coordination and Management (2nd Reporting Period) ANCI	A2.1	Project MGT 2nd Reporting Period																																					
	A2.2	Admin and finance 2nd Reporting Period																																					
	A2.3	Ethics & Data Management 2nd Reporting Period																																					
	A2.4	Quality assurance for the 2nd Reporting Period																																					
WP3 LTU and Social Farming' challenges & opportunities: building foundational knowledge (IRS)	A3.1	Policy Mapping																																					
	A3.2	LTU in Tuscany: 'who & why'																																					
	A3.3	Social Farming potential in Tuscany: SWOT																																					
	A3.4	Systematisation & workshop																																					

The following table (Table 4) provides an overview of the Work-Packages, Activities, and connected Deliverables.

Work Packages	WP Lead	Months	Activities		Act. Lead	Deliverables	
WP1 Project Coordination and Management (1st Reporting Period)	ANCI	M1 M18	A1.1	Project MGT for the 1st Reporting Period	ANCI	D1.1	Project Management Handbook
			A1.2	Admin and finance for the 1st Reporting Period	ANCI		
			A1.3	Ethics & Data Management for the 1st Reporting Period	ANCI	D1.2	Ethics & Data Management
			A1.4	Quality assurance for the 1st Reporting Period	ANCI	D1.3	Minutes of Meetings 1st Reporting Period
WP2 Project Coordination and Management (2nd Reporting Period)	ANCI	M19 M36	A2.1	Project MGT for the 2nd Reporting Period	ANCI	D2.1	Minutes of Meetings 2nd Reporting Period
			A2.2	Admin and finance for the 2nd Reporting Period	ANCI	D2.2	Submission of innovation in SIM
			A2.3	Ethics & Data Management 2nd Reporting Period	ANCI	D2.3	Ethics and Data Management v2.0
			A2.4	Quality assurance 2nd Reporting Period	ANCI	D2.4	Register of Peer Reviews
WP3 LTU and Social Farming' challenges & opportunities: building foundational knowledge	IRS	M1 M7	A3.1	Policy Mapping	IRS	D3.1	Policy brief
			A3.2	LTU in Tuscany: mapping 'who & why'	IRS	D3.2	Long-term unemployment in Tuscany: who & why
			A3.3	Social Farming potential in Tuscany: SWOT analysis	UNIPI	D3.3	SF in Tuscany: SWOT analysis
			A3.4	Systematisation & workshop	IRS	D3.4	Workshop Documentation
WP4 Co-crafting scalable	ANCI	M3 M18	A4.1	Co-governance Hub	ANCI	D4.1	Co-Governance HUB and Living Labs' working model

tools, practices, and approaches to job inclusion in social farming for the LTU (1st Reporting Period)			A4.2	Co-creating targeted outreach and engagement measures	CARIT	D4.2	Outreach and Engagement package v1.0
			A4.3	Co-designing integrated profiling & matchmaking tools	IRS	D4.3	Integrated Employability Profile and Guidelines v1.0
			A4.4	Crafting tailored job opportunities and job placement pathways	UNIPI	D4.4	Social Farming Portfolio v1.0
			A4.5	Co-designing personalised support during job placement	ANCI	D4.5	Project and Pact of Inclusion Blueprint
WP5 Co-crafting scalable tools, practices, and approaches to job inclusion in social farming for the LTU (2nd Reporting Period)	ANCI	M19 M34	A5.1	Co-governance Hub	ANCI	D5.1	Co- Governance Hub Storyboard
			A5.2	Co-creating targeted outreach and engagement measures	CARIT	D5.2	Outreach and Engagement package v2.0
			A5.3	Co-designing integrated profiling & matchmaking tools	IRS	D5.3	Integrated Employability Profile and Guidelines v2.0
			A5.4	Crafting tailored job opportunities and job placement pathways	UNIPI	D5.4	Social Farming Portfolio v2.0
			A5.5	Co-designing personalised support during job placement	ANCI	D5.5	Case Management Guidelines and Toolkit
WP6 Employment of LTU individuals within the frontrunner living labs	PISA	M8 M24	A6.1	Frontrunner Outreach & Engagement	PISA	D6.1	Individual Projects and Pacts of Job Inclusion
			A6.2	Frontrunner Profiling, Matchmaking, and Job Placements' inception	PISA		
			A6.3	Frontrunner Job Placements	CALAF	D6.2	Working contracts
			A6.4	Frontrunner personalised support during job placement	PISA	D6.3	Individual job placement reports

WP7 Employment of LTU individuals within the follower living labs	FIORSE	M16 M33	A7.1	Public Notice of Expression of Interest for LTUs' job placement	FIORSE	D7.1	Public Notice of Expression of Interest for job placement
			A7.2	Follower Outreach & Engagement	FIORSE	D7.2	Individual Projects and Pacts of Job Inclusion
			A7.3	Follower Profiling, Matchmaking, and Job Placements' inception	FIORSE		
			A7.4	Follower Job Placements	ANCI	D7.3	Working contracts
			A7.5	Follower personalised support during job placement	FIORSE	D7.4	Individual job placement reports
WP8 Scaling strategy from inception to mainstreaming: monitoring, evaluation and strategic learning (1st Reporting Period)	UNIFI	M3 M18	A8.1	Theory of Change and M&E Tools	UNIFI	D8.1	ToC & M&E Tools
			A8.2	Monitoring progress and assessing co-benefits (First Reporting Period)	UNIFI	D8.2	Documentation of Evaluation Meetings (First Reporting Period)
			A8.3	Uncovering and capturing 'scaling learnings' from inception, to transferring, to mainstreaming (First Reporting Period)	ANCI	D8.3	Mid-term evaluation Report
WP9 Scaling strategy from inception to mainstreaming: monitoring, evaluation and strategic learning (2nd Reporting Period)	UNIFI	M19 M34	A9.1	Monitoring progress and assessing co-benefits (Second Reporting Period)	UNIFI	D9.1	Documentation of Evaluation Meetings (2nd Reporting Period)
			A9.2	Uncovering and capturing 'scaling learnings' from inception, to transferring, to mainstreaming (Second Reporting Period)	ANCI	D9.2	Final Report 'Lessons Learnt and Future Plans'
			A8.3	Final 'Lessons Learnt and Future Plans' report	UNIFI		
WP10	IH	M2	A10.1	Building early institutional conditions for scaling	ANCI		

Outreach, early dissemination, and transnational Community of Practice		M18	A10.2	Branding, Outreach and Storytelling	IH	D10.1	Branding identity and rules
						D10.2	Outreach, dissemination and Exploitation Plan
			A10.3	Transnational CoP	IH	D10.3	CoP ToR and composition
						D10.4	CoP Diary
			A10.4	Clustering and mutual learning exchange events	ANCI	D10.5	1st Mutual Learning Event
			A10.5	Early dissemination	IH	D10.6	Dissemination Log for the 1st Reporting Period
WP11 Dissemination & Exploitation toward sustained scaling and cascading	IH	M19 M36	A11.1	Boosting enabling conditions for scaling	ANCI		
			A11.2	Storytelling, impact stories	IH	D11.1	Dissemination Log for the 2nd Reporting Period
			A11.3	Community of Practice: a Thinking LAB/Capitalization	IH	D11.2	Social Farming as a regional asset for quality and enduring employment: roadmap and strategic insights for scaling
			A11.4	Clustering and mutual learning exchange events	ANCI	D11.3	2nd and 3rd Mutual Learning Event
			A11.5	Advanced dissemination and final event	IH	D11.4	Policy Recommendations
		D11.5				Final Event	

Table 4, Work Packages, Activities and Deliverables

4.2 Deliverables

A deliverable is a concrete output that documents a specific piece of work. It can take different forms, for example a research report, practical guidelines, a software, etc.

UPFARM envisages the production of **44 Deliverables over three years of work**. Generally, each Activity is associated with one or (in a few cases) more deliverables that **document the progress, findings, or results of that Activity and serve as a basis for internal coordination, stakeholder engagement, and/or public dissemination**. Each Deliverable is time-bound and quality-checked, and contributes to the overall impact and accountability of the project.

Considering the **lump sum** funding mechanism (see Section 9), the quality and timely production of project deliverables is crucial. Since payments are not based on actual incurred costs but on the **completion and acceptance of predefined results**, each deliverable must provide clear, verifiable evidence that the corresponding work has been fully and satisfactorily carried out. This shifts the focus from financial reporting to **performance-based accountability**, making it essential that **deliverables are not only submitted on time, but are also coherent, complete, and aligned with the objectives and scope of each activity**. Any delay, inconsistency, or quality issue may lead to rejection or postponement of the payment for the associated work package. For this reason, UPFARM places strong emphasis on quality control and shared responsibility in the preparation of all deliverables.

All contractual deliverables must be uploaded by the Project Coordinator to the **eSinnis platform², by the deadline set in the Description of Project (Annex 1 to GA)**. For this reason, it is essential that all responsible partners provide their contributions in a timely and well-prepared manner. The deliverables listed in the table below (Table 4) are specified in the Description of the Project annexed to the GA and therefore constitute a binding part of the project's contractual commitments with the ESFA. These deliverables also serve as a core reference for periodic and final reviews conducted by the ESFA. It is thus crucial that, beyond the specific content they cover, **all deliverables are carefully prepared and consistently presented, in line with the shared standards outlined later in this document**.

² <https://esinnis.eu/login>

N°	Del. No.	Deliverable Title	Description	Lead	Type	Dissemination Level	Due Date (internal)	Ultimate Due Date
1	D1.1	Project Management Handbook	Handbook describing project management procedures, tools and templates for reporting. It also covers Quality Assurance.	ANCI	R-Report	Public	M2 [31/10/2025]	M18 [31/10/2025]
2	D1.2	Ethics & Data Management	Project' ethics policy, including requirements & procedures for ethical and responsible data management throughout the project.	ANCI	R-Report	Public	M3 [30/11/2025]	M18 [28/02/2027]
3	D1.3	Minutes of Meetings - 1st Reporting Period	Detailed documentation of all coordination meetings undertaken during the 1st period, including agendas, lists of attendance, photo documentation, key decisions undertaken).	ANCI	R-Report	Sensitive	M18 [28/02/2027]	M18 [28/02/2027]
4	D2.1	Minutes of Meetings- 2nd Reporting Period	Detailed documentation of all coordination meetings undertaken during the 2nd period, including agendas, lists of attendance, photo documentation, key decisions undertaken)	ANCI	R-Report	Sensitive	M36 [31/08/2028]	M36 [31/08/2028]
5	D2.2	Submission of innovation for validation in SIM	Screenshot of the page "My SIM entries" from the SIM showing that the SIM is waiting for validation.	ANCI	R-Report	Public	M36 [31/08/2028]	M36 [31/08/2028]
6	D2.3	Ethics and Data Management v2.0	Revised and refined project' ethics policy, including requirements & procedures for ethical approach and responsible data management throughout the project	ANCI	R-Report	Public	M36 [31/08/2028]	M36 [31/08/2028]
7	D2.4	Register of Peer Reviews	Register of peer reviews applied to key project's deliverables	ANCI	R-Report	Public	M36 [31/08/2028]	M36 [31/08/2028]

8	D3.1	Policy brief	Report that systematises the policy landscape relevant to UPFARM and identifies preliminary areas for improvement.	IRS	R-Report	Public	M4 [31/12/2025]	M7 [31/03/2026]
9	D3.2	LTU in Tuscany: who & why	Report exploring demographic and socio-economic factors of LTU in Tuscany, offering insights for targeted interventions.	IRS	R-Report	Public	M6 [28/02/2026]	M7 [31/03/2026]
10	D3.3	Social Farming in Tuscany: SWOT analysis	Synthetic document providing a strategic sight of social farming initiatives in Tuscany using the SWOT framework.	UNIFI	R-Report	Public	M6 [28/02/2026]	M7 [31/03/2026]
11	D3.4	Consortium Workshop Documentation	Detailed documentation of the Consortium Workshop including agendas, lists of participants signed daily, slides, photo documentation, key decisions undertaken.	ANCI	R-Report	Sensitive	M7 [31/03/2026]	M7 [31/03/2026]
12	D4.1	Co-Governance HUB and Living Labs' working model	Methodological guidance for the set-up and running of the Co-Governance Hub and Living Labs.	ANCI	R-Report	Public	M7 [31/03/2026]	M18 [28/02/2027]
13	D4.2	Outreach and Engagement package v1.0	Set of outreach and engagement actions and tools for reaching out and engaging a diversity of individuals affected by long-term unemployment. It contains practical suggestions for adoption and adaptation.	CARIT	R-Report	Public	M8 [30/04/2026]	M18 [28/02/2027]
14	D4.3	Integrated Employability Profile and Guidelines v1.0	Profiling tool for LTUs' multidimensional assessment and screening with accompanying instructions for its utilisation, including for ensuring ethical (personal) data management.	IRS	R-Report	Public	M9 [31/05/2026]	M18 [28/02/2027]
15	D4.4	Social Farming Portfolio v1.0	Structured portfolio of job opportunities in social farming, organised according to multiple criteria.	UNIFI	R-Report	Public	M10 [30/06/2026]	M18 [28/02/2027]

16	D4.5	Project and Pact of Inclusion Blueprint	Blueprint model for creating personalised projects and pacts of job inclusion of long-term unemployed individuals.	ANCI	R-Report	Public	M10 [30/06/2026]	M18 [28/02/2027]
17	D5.1	Co-Governance Hub Storyboard	Documentation of all co-creation and collaboration meetings undertaken within the framework of the Co-Governance Hub, including agendas, lists of attendance, photo documentation, tools and approaches used, key decisions undertaken throughout the scaling strategy	ANCI	R-Report	Sensitive	M34 [30/06/2028]	M34 [30/06/2028]
18	D5.2	Outreach and Engagement package v2.0	Set of outreach and engagement actions and tools for reaching out and engaging a diversity of individuals affected by long-term unemployment. It contains practical suggestions for adoption and adaptation. Final version with all refinements and updates based on concrete learnings and experience in the Living Labs.	CARIT	R-Report	Public	M34 [30/06/2028]	M34 [30/06/2028]
19	D5.3	Integrated Employability Profile and Guidelines (Final)	Final version of the profiling tool for LTUs' multidimensional assessment and screening with accompanying instructions for its utilisation, including for ensuring ethical (personal) data management.	IRS	R-Report	Public	M34 [30/06/2028]	M34 [30/06/2028]
20	D5.4	Social Farming Portfolio (Final)	Structured portfolio of job opportunities in social farming, organised according to multiple criteria.	UNIPI	R-Report	Public	M34 [30/06/2028]	M34 [30/06/2028]
21	D5.5	Case Management Guidelines and Toolkit	Guidelines outlining an enhanced case management model, offering practical tools and strategies for personalised and holistic support throughout the LTU job placement process. It also contains practical tools	ANCI	R-Report	Public	M34 [30/06/2028]	M34 [30/06/2028]

			for case managers to support the development of key functions such as team coordination and monitoring.					
22	D6.1	Individual Projects and Pacts of Job Inclusion	20 personalised projects and multi-stakeholder pacts of job inclusion in SF designed around each LTU actually enrolled.	ANCI (PISA+CAP)	R-Report	Sensitive	M24 [31/08/2027]	M24 [31/08/2027]
23	D6.2	Working contracts	20 working contracts of LTUs in SF enterprises (CALAFATA and ARNERA/Orti Etici)	ANCI (CALAF+AR N)	Other	Sensitive	M24 [31/08/2027]	M24 [31/08/2027]
24	D6.3	Individual job placement reports	Report with synthetic activity sheets on each LTU' experience of job placement, detailing activities and measures undertaken, reporting on monitoring data, and highlighting emerging successes and failures to inform the evaluation in Wp8-9.	ANCI (PISA+CAP)	R-Report	Sensitive	M24 [31/08/2027]	M24 [31/08/2027]
25	D7.1	Public Notice of Expression of Interest for the LTUs' job placement	Public notice with actual Expressions of Interests and results of SF enterprises' identification and selection process.	ANCI (FIORSE+V ALD)	R-Report	Public	M33 [31/05/2028]	M33 [31/05/2028]
26	D7.2	Individual Projects and Pacts of Job Inclusion	20 personalised projects and multi-stakeholder pacts of job inclusion in SF designed around each LTU actually enrolled in the follower territories.	ANCI (FIORSE+V ALD)	R-Report	Sensitive	M33 [31/05/2028]	M33 [31/05/2028]
27	D7.3	Working contracts	20 working contracts of LTUs in SF enterprises within the follower territories	ANCI	Other	Sensitive	M33 [31/05/2028]	M33 [31/05/2028]

28	D7.4	Individual job placement reports	Report with synthetic activity sheets on each LTU' experience of job placement, detailing activities and measures undertaken, reporting on monitoring data, and highlighting emerging successes and failures to inform the evaluation in Wp8-9.	ANCI (FIORSE+V ALD)	R-Report	Sensitive	M33 [31/05/2028]	M33 [31/05/2028]
29	D8.1	Theory of Change & M&E Tools	Document describing the ToC and impact framework of the project, including M&E tools.	UNIFI	R-Report	Public	M8 [30/04/2026]	M18 [28/02/2027]
30	D8.2	Documentation of Evaluation Meetings (1st Reporting Period)	Documentation of meetings related to evaluation purposes, including presentations, attendance proofs, photos, and other relevant documentation materials.	UNIFI	R-Report	Public	M18 [28/02/2027]	M18 [28/02/2027]
31	D8.3	Mid-term evaluation Report	Report highlighting key results and learnings achieved by the frontrunner living labs and pinpointing recommendations and inputs for follower Labs in realising job placement and empowerment pathways	UNIFI	R-Report	Public	M18 [28/02/2027]	M18 [28/02/2027]
32	D9.1	Documentation of Evaluation Meetings (2nd Reporting Period)	Documentation of meetings related to evaluation purposes, including presentations, attendance proofs, photos, and other relevant documentation materials.	UNIFI	R-Report	Public	M35 [31/07/2028]	M35 [31/07/2028]
33	D9.2	Final Report 'Lessons Learnt and Future Plans'	Evaluation report articulating key results and insights, follow up plans, and recommendations for sustained scaling of SF practices in Tuscany and its potential for other Regions across Europe	UNIFI	R-Report	Public	M35 [31/07/2028]	M35 [31/07/2028]

34	D10.1	Branding identity and rules	Toolkit defining the branding identity UPFARM, including indications for logos, colours, typography, and tone of voice.	IH	R-Report	Public	M2 [31/10/2025]	M18 [28/02/2027]
35	D10.2	Outreach, dissemination and Exploitation Plan	Plan outlining strategic approaches for promoting the project, including targeted outreach and dissemination activities to engage stakeholders.	IH	R-Report	Public	M3 [30/11/2025]	M18 [28/02/2027]
36	D10.3	CoP ToR and composition	Document outlining the objectives, structure, and operational guidelines for the CoP.	IH	R-Report	Public	M8 [30/04/2026]	M18 [28/02/2027]
37	D10.4	Community of Practice Diary	Comprehensive record of the activities, discussions, and insights generated within the CoP, elaborated with inputs of external experts across Impact HUB Network	IH	R-Report	Public	M18 [28/02/2027]	M18 [28/02/2027]
38	D10.5	1st Mutual Learning Event	Documentation of the participation to the first Mutual Learning Event, including presentations prepared for the meeting, attendance proofs, photos, and other relevant documentation materials.	ANCI	R-Report	Public	M18 [28/02/2027]	M18 [28/02/2027]
39	D10.6	Dissemination Log for the 1st Reporting Period.	Report of dissemination activities realised in the first reporting period, including documentation on audio-visual products developed (i.e., videos) and list of all communication items produced	IH	R-Report	Public	M18 [28/02/2027]	M18 [28/02/2027]
40	D11.1	Dissemination Log for the 2nd Reporting Period.	Report of dissemination activities realised in the 2nd reporting period, including documentation on audio-visual products developed (i.e., videos) and blog posts on website and social media, as well as a list of all communication items produced	IH	R-Report	Public	M36 [31/08/2028]	M36 [31/08/2028]

41	D11.2	Roadmap and strategic insights for scaling and cascading	Phased roadmap for full scaling of UPFARM's models and tools with strategic and operational recommendations, including with inputs of external experts across the Impact HUB Network	ANCI	R-Report	Public	M36 [31/08/2028]	M36 [31/08/2028]
42	D11.3	2nd and 3rd Mutual Learning Event	Documentation of the participation to the second and third Mutual Learning Events, including presentations prepared for the meeting, attendance proofs, photos, and other relevant documentation materials.	ANCI	R-Report	Public	M36 [31/08/2028]	M36 [31/08/2028]
43	D11.4	Policy Recommendations	White Paper outlining policy recommendations for adopting effective measures and practices for scaling social farming and job inclusion across national and European contexts.	IH	R-Report	Public	M36 [31/08/2028]	M36 [31/08/2028]
44	D11.5	Final Event	Documentation of the Final event in Florence, including participant lists (Signed daily), presentations, video recordings, photos and other relevant materials	ANCI	R-Report	Public	M36 [31/08/2028]	M36 [31/08/2028]

Table 5, List of Deliverables

4.2.1 Production and Peer Review of Deliverables

The production of deliverables in UPFARM is performed through three levels of responsibility:

- **Deliverable Lead:** Responsible for the **preparation and timely completion** of the deliverable, in line with the requirements outlined in the following section 4.2.2 'Deliverables Key Requirements'. The Deliverable Lead is also in charge of **initiating and managing the internal review process whenever applicable**, in collaboration with the Project Coordinator, to ensure quality and consistency prior to submission.
- **WP Lead:** Holds the overall responsibility for ensuring that all task teams within their work package have a clear and coordinated work plan aligned with the deliverable deadlines. WP Leads must oversee the entire production process of deliverables within their WP, ensuring that outputs adhere to quality standards, and reflect the guidance and decisions agreed upon within the Steering Committee.
- **Project Coordinator:** Holds the final responsibility for the submission of deliverables through the eSinnis portal, ensuring that all contractual deadlines are met and that each deliverable complies with the key requirements and quality standards.

In general, all deliverables must be submitted to the Project Coordinator **at least 5 working days before the contractual submission deadline**. This timeframe is essential to allow for a thorough check of all formal and content-related requirements, including a final proofreading, formatting review, and verification of compliance with the project's quality standards. Deliverables that do not respect this timeline risk delays in submission or rejection by the granting authority.

However, some deliverables in UPFARM also undergo an **internal peer review** process before finalisation and submission. This applies in particular to **those deliverables that are highly innovative and strategically important for UPFARM's scaling ambitions**. The peer review process is intended to strengthen the quality, coherence, and strategic alignment of these outputs, ensuring they contribute meaningfully to the project's long-term impact.

Deliverables that are subjected to peer review **must be sent to the appointed peer reviewers at least one month before the contractual deadline**. However, deliverable Leads have freedom to set the specific review timeline in agreement with their own reviewers, provided that a deadline is clearly set and early communicated to all parties (i.e., reviewers, Project Coordinator, Steering Committee). Lastly, Deliverable Leads are responsible to upload the final version of the deliverable within the shared Project Platform (G Drive).

As a good practice, in order to avoid unexpected issues and mitigate the risk of deliverables' rejection, all Deliverable Leads should work in close collaboration with their own reviewers, seeking advice well before the first draft of a deliverable is ready. Whenever possible, anticipating an abstract and Table of Contents may help ensure a successful delivery.

A dedicated table is included below, specifying which deliverables are subject to peer review, along with the proposed peer reviewers (partners). It is important to highlight that the identified peer reviewers are provisional; they may change over the course of the project, depending on the evolving focus of the activities, and the specific expertise required for each deliverable.

Del. No.	Deliverable Title	Lead	Peer Review	Proposed Peer Reviewers
D1.1	Project Management Handbook	ANCI	NO	/
D1.2	Ethics & Data Management	ANCI	YES	UNIFI
D1.3	Minutes of Meetings for the 1st Reporting Period	ANCI	NO	/
D2.1	Minutes of Meetings for the 2nd Reporting Period	ANCI	NO	/
D2.2	Submission of innovation for validation in SIM	ANCI	NO	/
D2.3	Ethics and Data Management v2.0	ANCI	YES	UNIFI
D2.4	Register of Peer Reviews	ANCI	NO	/
D3.1	Policy brief	IRS	NO	/
D3.2	LTU in Tuscany: who & why	IRS	YES	Collective peer review within the Consortium workshop (A3.4)
D3.3	Social Farming in Tuscany: SWOT analysis	UNIFI	YES	
D3.4	Consortium Workshop Documentation	ANCI	NO	/
D4.1	Co-Governance HUB and Living Labs' working model	ANCI	YES	P2P
D4.2	Outreach and Engagement package v1.0	CARIT	YES	ESS
D4.3	Integrated Employability Profile and Guidelines v1.0	IRS	YES	ESS
D4.4	Social Farming Portfolio v1.0	UNIFI	YES	CALAF / ARN
D4.5	Project and Pact of Inclusion Blueprint	ANCI	YES	VALD / FIORSE
D5.1	Co-Governance Hub Storyboard	ANCI	NO	/

D5.2	Outreach and Engagement package v2.0	CARIT	YES	ESS
D5.3	Integrated Employability Profile and Guidelines (Final)	IRS	YES	ESS
D5.4	Social Farming Portfolio (Final)	UNIPi	YES	CALAF / ARN
D5.5	Case Management Guidelines and Toolkit	ANCI	YES	PISA / CAP
D6.1	Individual Projects and Pacts of Job Inclusion	ANCI (PISA+CAP)	NO	/
D6.2	Working contracts	ANCI (CALAF+ARN)	NO	/
D6.3	Individual job placement reports	ANCI (PISA+CAP)	NO	/
D7.1	Public Notice of Expression of Interest for the LTUs' job placement	ANCI (FIORSE+VALD)	NO	/
D7.2	Individual Projects and Pacts of Job Inclusion	ANCI (FIORSE+VALD)	NO	/
D7.3	Working contracts	ANCI	NO	/
D7.4	Individual job placement reports	ANCI (FIORSE+VALD)	NO	/
D8.1	Theory of Change & M&E Tools	UNIPi	YES	P2P
D8.2	Documentation of Evaluation Meetings (1st Reporting Period)	UNIPi	NO	/
D8.3	Mid-term evaluation Report	UNIPi	YES	TR
D9.1	Documentation of Evaluation Meetings (2nd Reporting Period)	UNIPi	NO	/
D9.2	Final Report 'Lessons Learnt and Future Plans'	UNIPi	YES	TR
D10.1	Branding identity and rules	IH	NO	/
D10.2	Outreach, dissemination and Exploitation Plan	IH	NO	/
D10.3	CoP ToR and composition	IH	NO	/
D10.4	Community of Practice Diary	IH	NO	/

D10.5	1st Mutual Learning Event	ANCI	NO	/
D10.6	Dissemination Log for the 1st Reporting Period.	IH	NO	/
D11.1	Dissemination Log for the 2nd Reporting Period.	IH	NO	/
D11.2	Roadmap and strategic insights for scaling and cascading	ANCI	YES	ESS / ASTRA
D11.3	2nd and 3rd Mutual Learning Event	ANCI	NO	/
D11.4	Policy Recommendations	ANCI	YES	IH
D11.5	Final Event	ANCI	NO	/

Table 6, List of Deliverables subjected to peer review

4.2.1 Peer Review core criteria

Core criteria applied during peer reviews are as follows:

- **Design and format of the document, including layout, language and visual outlook:** the extent to which the document is designed for easy readability, clear and correct in language, respectful of key requirements and of the project's visual identity. This criterion will also take into account whether the language of the document is suitable for any specific target-group that the document intends to address.
- **Relevance and consistency with the scope of the relevant Activity, WP and the whole project, as well as with the formal requirements established in the GA and CA:** the extent to which the deliverable contributes to the work in a specific Activity and within the broader WP, as well as to the progress of the project towards the set objectives.
- **Consistency and credibility of the approach and methodology:** the extent to which the deliverable sets out clear objectives that are reflected in the methodology and the approach proposed, and there is coherence between the methodology, results and conclusions provided.
- **Innovation contribution:** the extent to which the deliverable contributes to provide innovative insights in the field and domain(s) covered.

Appointed peer reviewers must provide detailed comments on the specific parts of the documents, particularly if changes are suggested. In the case a deliverable is rejected by one or both reviewers, the PC, PM and the Steering Committee shall be immediately informed in order to start a mediation and eventually propose a solution, which may entail a third revision and/or additional support made available to improve the deliverable.

4.2.2 Deliverables' key requirements

As a contractual obligation, all deliverables have to include (usually in the cover page when it comes to points i, ii, iii below):

- i) The project logo;
- ii) The EU emblem and SI+ logo, with clear acknowledgment of the EU co-funding;
- iii) The disclaimer 'Co-funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or European Social Fund Agency. Neither the European Union nor the Granting Authority can be held responsible for them.

Moreover, it is standard practice to include (normally in the second page) a Deliverable Table detailing key information about the document (e.g. Deliverable Code, Title, Work-Package, Authors, Dissemination level, etc.) as well as a Table detailing the history of changes. A standard template, together with visual guidelines for the elaboration of all Deliverables, are provided within the Deliverable 10.1 Branding Identity and Rules, currently under elaboration. Partners leading the production of a deliverable must ensure that all these basic requirements are applied before sending it for submission. Moreover, as the Consortium's working language is English and the majority of deliverables will be produced in English, **all Deliverable Leads are strongly recommended to apply a language proofreading before sending the final draft to the reviewers, and to the Project Coordinator.** Language check is an integral part of the review process and may lead to deliverable(s) rejection in case the document fails to address language clarity and consistency.

4.2.3 Delay

A delay in submitting a deliverable **is subject to the approval of the ESFA and may lead to an amendment of the GA.** While we acknowledge that this possibility is likely to arise during the course of the project, our Consortium should nonetheless make all possible efforts to avoid delays. Therefore, Deliverable Leads should work having in mind the contractual deadlines as a top priority. Whenever a risk of delay is envisaged, this should be communicated to the Project Coordinator, the Project Manager and the Steering Committee as earliest as possible, in order to define solution(s) that contemplate a formal postponement as the last option. In the case a formal postponement appears as the only viable solution, the decision is firstly made at the Steering Committee level and eventually scaled to the General Assembly if an agreement cannot be reached at SC level. When a postponement decision is approved, the Project Coordinator shall contact the ESFA Project Officer for a request of amendment.

5. Governance and Organisation

5.1 Overview

One of the core challenges in UPFARM is **the design and implementation of a robust, multi-level governance structure**. This is not just a technical necessity for managing the project; it is a strategic enabler for the regional scaling ambition that lies at the heart of UPFARM. The governance model must be capable of supporting collaboration, co-creation, and decision-making across several layers: from the transnational level of the partnership, through regional public administrations and ecosystems, down to the micro level of local actors and territories directly involved in the experimentation.

At this early stage of the project, **the governance structure has been intentionally kept simple**, with a focus on ensuring effective inception and initial coordination of the core activities. However, the structure is expected to evolve over time in response to emerging operational needs, and the demands of territorial scaling. The work of designing and operationalising this governance system is one of the central activities foreseen in Work Packages 4 and 5 within the so-called 'Co-Governance Hub', and will develop iteratively as the project advances.

At the project's outset, the coordination and management structure of UPFARM is organized around three main levels:

- The operational level of the project is represented by the **Steering Committee**, which functions as a supervisory body overseeing the day-to-day execution of the project. It is accountable to the General Assembly and is responsible for ensuring that the project strategy is consistently embedded and effectively implemented across all work packages and tasks. The Steering Committee also plays a key role in keeping all partners fully and continuously informed about the project's progress.
- The decision-making level is embodied by the **General Assembly**, which is the project's highest governing body. It ensures that all major decisions are taken collectively and democratically, reflecting the shared responsibility and commitment of the partnership.

Both bodies are chaired by the Project Coordinator and the Project Manager to ensure that information flows adequately, and support is provided to these Boards in accomplishing their functions and responsibilities.

Furthermore, UPFARM will also entail the establishment of an **Institutional Board** involving the Tuscany Region, ARTI, and the four Health Societies (Società della Salute) partnering the project, which will serve as a strategic interface between the project and key regional institutions. This Board will play an advisory and enabling role, helping to align project

activities with regional policy priorities, foster inter-institutional collaboration, and support the conditions for scaling and long-term sustainability of UPFARM's results.

The following figure shows UPFARM's management structure:

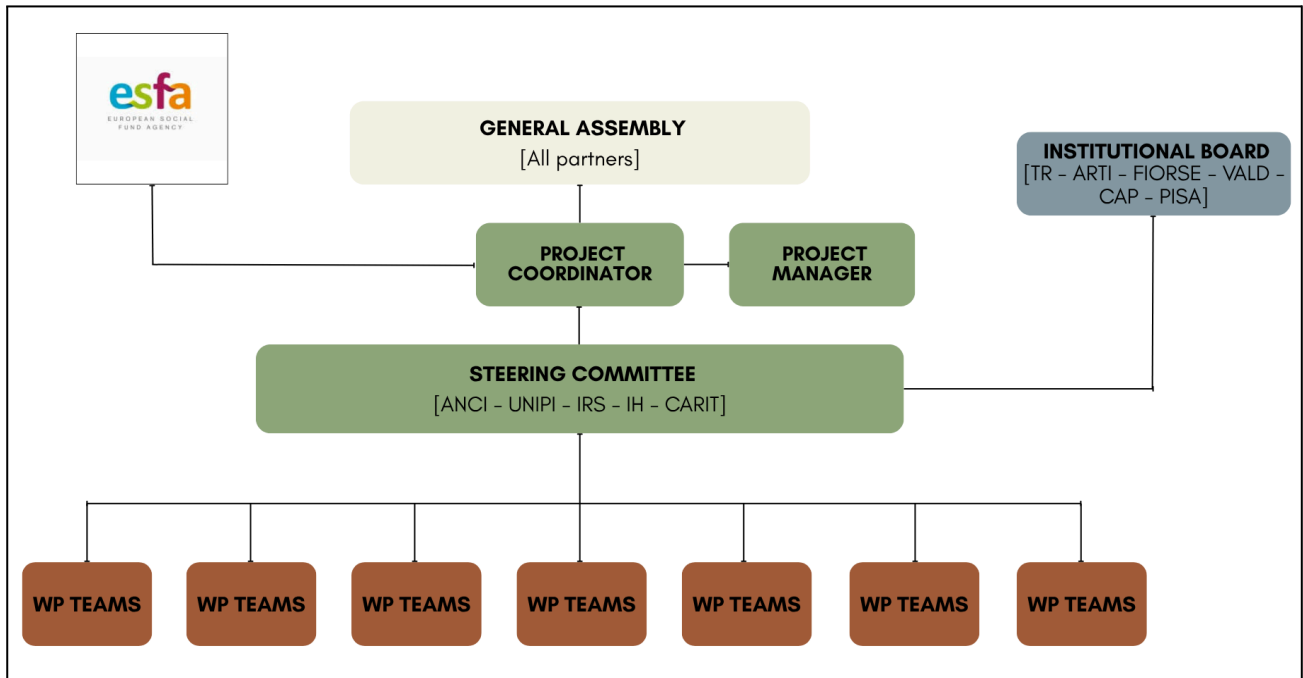


Figure 2, UPFARM's Management Structure

5.1.1 General Assembly

The **General Assembly (GenA) is the project's highest decision-making body, composed of one representative from each partner organisation.** Its structure guarantees equal participation in the governance of the project and a shared commitment to its success.

The GenA is responsible for approving the overall strategy and, if needed, for validating changes in the composition of the Steering Committee. It also has sole authority to approve any contractual amendments with the ESFA. The GenA further serves as the final arbiter for resolving conflicts or issues that cannot be settled at the Activity, Work Package (WP), or Steering Committee (SC) levels. In such cases, decisions will require a two-thirds majority vote and will be binding on all partners.

At the start of the project, each partner must appoint a representative to the GenA. This representative may be substituted by a formally appointed delegate, especially in meetings involving decision-making or voting.

The GenA meets primarily online, with regular meetings scheduled at least every three months. Additional meetings may be convened at the request of any member.

The following table details the members of the GenA who shall be formally convened for meetings involving decisions or votes. However, each of these members may, at any time, delegate their role to another appointed representative from their organisation.

Person	Organisation
Laura Martelloni	ANCI Toscana
Francesco Di Iacovo	Università di Pisa
Daniela Mesini	Istituto per la Ricerca Sociale
Vanessa Visentin	Regione Toscana
Aesa Pighini	Impact HUB Network
Sandra Bulli	Fondazione Solidarietà CARITAS
Marco Bechini	Calafata
Stefano Carboni	Arnera
Virginia Merli	SdS Fiorentina Sud-Est
-	SdS Pisa (in the process of withdrawing)
Sabrina Esposito	Comune di Capannori
Daniela Peccianti	SdS Valdinievole
Chris Giotitsas	P2P Lab
Gerald Assouline	Réseau ASTRA
Jana Rozac	Employment Service of Slovenia

Table 7, Appointed voting Members of the GenA

5.1.2 Steering Committee

The **Steering Committee (SC)** guides and oversees the implementation of the project. In particular, this body shall:

- Ensure that all WPs and Tasks are effectively interconnected to avoid overlapping/gaps in implementation, and that all WP and Tasks Leaders have a clear understanding of how their work serves and feeds the others;
- Monitor the overall progress, including milestones and work packages' commencement/end;
- Approve deliverables and progress reports;

- Ratify risk contingencies for each project stage;
- Oversee quality assurance, especially for public deliverables;
- Oversee ethics and data privacy requirements;

The SC has decision-making power for everyday project management; it can also propose new managers to each of the management roles described below, should this become necessary. It also has the power, through consultation with the ESFA, to propose partner changes, if required. In both cases, the GA shall provide its feedback and ratify the changes. The SC will mainly work via monthly online meetings. Additional meetings can be requested anytime by any of the Committee members, if needed. The SC is composed as follows:

- **Project Coordinator (PC):** The PC chairs the SC, acting as a liaison between the Steering Committee and the General Assembly. The SC will have assistance and be able to delegate day-to-day work to the Project Manager (PM). The SC is responsible for keeping the SC and the GenA fully and continuously informed. The SC is also in charge of preparing the project progress reports and to review all deliverables for consistency and clarity before submitting them to the ESFA. The PC is also the primary contact point with the ESFA for ongoing communication.
- **Project Manager (PM):** The PM assists the SC in the daily running of the project, ensuring that it is completed on time, on budget and according to the required quality and ethics standards. The PM also oversees quality assurance.
- **Communication and Dissemination Manager:** This role is responsible for ensuring wide communication and outreach of the project results, coordinating all partners in this crucial Task, also via precise guidelines and targets to be achieved.
- **Data Protection and Ethics Manager:** This role will be the contact point for the Consortium in relation to data protection, security and privacy, as well as for accomplishing all the ethics procedures that may be needed.
- **Work-Package Leaders:** WP Leaders ensure that the work defined in the project plan is completed in a timely fashion and with high quality standards. They are responsible for coordinating Activity Teams within their own work-package, facilitating communication and collaboration. They maintain the responsibility for everyday operational decisions, as well as control and decision over minor risks; nonetheless, where an issue is likely to have an impact outside their WP, they must immediately inform the Project Coordinator and escalate decisions to the Steering Committee.

In the development of its work, the SC can also invite and involve other team members from their own organisations as well as from other partners to discuss specific project' aspects.

The following Table details the members of the SC and their specific role:

Person	Organisation	Role
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Laura Martelloni	ANCI Toscana	Project Coordinator
Sofia Mortati	ANCI Toscana	Project Manager
Andrea De Conno	ANCI Toscana / Federsanità	Labour and Inclusion - Senior Expert
Elena Conti	ANCI Toscana	Ethics & Data Protection Manager
Francesco Di Iacovo	Università di Pisa	Social Farming - Scientific Expert
Daniela Mesini	Istituto per la Ricerca Sociale	Labour and Inclusion - Senior Expert
Aesa Pighini	Impact HUB Network	Communication & Dissemination Lead
Sandra Bulli [regularly invited]	Fondazione Solidarietà CARITAS	Inclusion - Senior Expert

Table 8, Members of the Steering Committee

5.2 Ways of working

Generally, WP Leads and Task Leads have **freedom to establish their own ways of working together with the partners involved in their WP and Activity(ies)**. However, WP Leads and Activity Leads should ensure that their own team(s) have full and clear understanding of work assignments and responsibilities, and that a clear roadmap is established as earliest as possible in the process (i.e. at the time of kick-starting a WP and/or Activity). All WP Leads and Activity Leads are also recommended to keep track of the progress of their work; activity reporting is part of the contractual obligations with the ESFA, and the Coordinator will produce periodical reports, including by seeking contributions from all partners.

5.2.1 Meetings

The General Assembly convenes at least on a trimestral basis - mainly online - to discuss the progress of the project. Three physical meetings are also envisaged within the work-plan, mainly coinciding with the kick-off event and other major dissemination events.

The Steering Committee meets at least monthly, mainly online. However, this scheduling may be adjusted according to ongoing developments and working loads over time.

WPs and Activity meetings - be they remote or physical - are to be organized on demand according to the specific progress and needs of the teams involved.

At all meetings, minutes must be taken and stored in the project's management platform.

Meeting locations will vary depending on the need to access technical equipment and to minimise travel costs.

5.2.2 Common working tools

Storage platform: A dedicated Google Drive is set for UPFARM which is compliant with GDPR and other privacy and security rules. This digital platform is the common space for documents storage and sharing, as well as the collaboration tool used to work on common documents. All partners are responsible to keep the platform updated with all relevant documents that fall in the scope of their own work. All partners receive access to it with full editing permissions.

Shared Calendar: Within the project Drive folder, a shared calendar is provided and kept updated with all project meetings (GA, SC, etc.), as well as with any upcoming event that is of shared interest. The Calendar is also used to keep track of major shared deadlines, such as submission of deliverables.

Contact List: a general contact list is established at the outset of the project, including all team members that must be kept constantly informed about the project. All partners are responsible to keep this file updated and inform the Project Coordination Team in case of any change (i.e. new team members to be added in relevant mailing lists).

Progress Track: a simple spreadsheet is set up and managed to keep track of streams of work and deadlines over time. This spreadsheet is managed and kept updated by all WP Leaders, and constantly revised in the context of SC meetings.

5.2.3 Internal Communication

Generally, all partners are required to copy the Project Coordinator and the Project Manager in the most important project communications. Communications related to a specific work package must include the relevant WP Lead and team members. Day-to-day communications within a single WP/Activity do not require meeting minutes unless cross-WP, cross-project and/or cross-partner decisions are being made. Minutes should be taken for any relevant multi-partner communications. Minutes should be stored in the relevant WP Folder within the Project Google Drive and made accessible to all partners. Minutes should be taken for all WP-level meetings between participating partners. Conversations and communications not duly recorded and shared as minutes with the wider consortium will be deemed informal.

5.3 Decision-making and conflict resolution

Issues concerning legal duties and liabilities between the partners are agreed upon in the Consortium Agreement to be signed by all partners before starting the project. This agreement also contains details about decision-making, enforcement measures and potential

sanctions in case of non-fulfilment and misconduct. In general terms, the 'golden rule' behind decision-making is to reach agreement as close as possible to the level of execution; this essentially means that technical and operational disputes shall be first solved at Task Level, then eventually escalated to the WP Level, and in turn to the Steering Committee if they could not be solved at the previous levels. If an agreement cannot be found at the SC Level and the issue under discussion appears serious enough to put the project at risk, the General Assembly shall be immediately informed and vote for the final decision (requiring $\frac{2}{3}$ majority), which will be binding. The General Assembly is the sole body having power to eventually approve partners' changes, changes in SC composition and contractual amendments, should they become necessary. The General Assembly shall be also previously informed in case of envisaged budget transfers between partners.

5.3.1 Voting Quorum

All the beneficiaries of the project listed in the GA, CA and in this document (Table 2) have the right to vote under the rule of one beneficiary - one vote. The rules and quorum for the voting procedures are described in the CA. A written mandate between Parties can be accepted as a means for voting, should a Partner find it impossible to attend a voting and has previously informed the Coordinator. Quorum will be obtained with the presence of at least a $\frac{2}{3}$ of the members of the General Assembly. The decisions taken will require the approval of $\frac{2}{3}$ of the present beneficiaries, if quorum is reached.

A Member which can show that its own work, time for performance, liabilities, intellectual property rights or other legitimate interests would be severely affected by a decision of the Steering Committee may exercise a veto with respect to the corresponding decision or relevant part of the decision.

5.4 Risk Management

Risk management is a priority in UPFARM, as several risks may emerge during the project. Therefore, risk management won't be treated as a separate Task, but rather embedded within both strategic and operational development, and executed mainly by the Steering Committee. As a general rule, operational and technical risks associated with everyday activities (ex. possible delays in the submission of deliverables against the planned internal deadline, staff leaving, low performance, etc.) are to be controlled and managed by the relevant WP and Activity Leaders, and scaled to the Steering Committee when they appear to bring about possible serious effects over other WPs or the whole project. In this case, the SC shall provide technical assistance and guidance, and propose mitigating measures. The General Assembly shall be consulted and ratify proposed mitigation measures against risks that appear to question the project continuation. Risk management is organised as follows:

- **Risk identification:** at the project submission stage, a risk assessment was conducted to identify risks associated with the different aspects of the project. Risks will continue

to be assessed during the project for their potential impact and the probability of the risk materialising.

- **Risk analysis:** evaluating the attributes of a risk implies establishing values for probability (the likelihood the risk will occur) and the impact that their occurrence might have on the planned work.
- **Risk response:** defining actions to be performed if and when a specific risk occurs. Key is to identify who owns the risk - who is responsible for this within the consortium or outside - and what can/should be done to minimise its impact.
- **Risk monitoring:** this ongoing task keeps track of the risks and evaluates the effectiveness of the response actions. Monitoring may also provide a basis for developing additional responses and identifying new risks.

The Steering Committee will supervise this process and enforce risk mitigation plans to reduce the impact and likelihood of risks occurring. A risk logbook will keep track of risks and measures taken along the project. The foreseen project risks, as elaborated at proposal preparation time, are described in the table below:

N°	Risk	WPs	Measure	Probability
1	Partner withdrawal	All	GA and CA as references for decision-making. Internal screening to verify the possibility to continue with the remaining partners, identifying equivalent expertise. New partner onboarded.	Low
2	Insufficient/Ineffective project coordination and WPs integration	All	Clear management structure and regular calls with partners. Continuous effort by the SC to ensure that WP and Activities' teams have clear understanding of inter-linkages. Ongoing check of responsibilities to mitigate risks of inefficiencies. Regular SC meetings.	Low
3	Partner(s) underperforming	All	Semestral reporting and continuous monitoring by the SC. Reference to GA and CA for enforcement actions.	Low
4	Change of staff	All	Timely communication to the Steering Committee. Consultation with the GenA in case of key profiles. Binding commitment by the partners to maintain the same level of expertise.	Medium

5	Decreasing commitment	All	Regular calls with partners. Organization of meetings at different partners' sites. Enhanced support for partners experiencing difficulties.	Medium
6	Low stakeholder engagement; low interest from SF enterprises	WP6, WP7 WP10 WP11	Clear and targeted information and communication of the project benefits for different stakeholders. Sustained territorial information through regional institutional channels.	Low
7	Low response/interest from the LTUs	WP6 WP7	Targeted information and communication measures. Activation of third sector and grassroots' networks' outreach through capillary actions in the Living Labs' territories. Clear communication about the benefits and long-term prospects for job inclusion and quality of life.	Medium
8	Abandonment of the job placement pathway by the LTUs	WP6 WP7	Personalised job pathways in close collaboration with each beneficiary. Voluntary intent. Clear information of all pros & cons of the job placement pathway. Integrated support covering broader needs linked to transportation, housing, childcare, work-life balance, and more. Regular monitoring and feedback loops about the experience.	High

Table 9, List of Risks and Mitigation measures

6. Quality Management

6.1 Quality in UPFARM

In UPFARM, *quality* is not limited to activities and deliverables but it rather extends to the overall environment of collaboration that the project aims to foster. Quality is understood as a multi-dimensional concept, encompassing:

- **Quality of collaboration**, which involves transparent communication among partners and with the ESFA; openness to ideas; mutual respect; democratic decision-making; and collaborative problem-solving.
- **Quality of work**, referring to clear, timely, and accurate planning; proactive risk management; the use of accessible and practical tools; and procedures that support goal-oriented dialogue, knowledge exchange, and co-creation.
- **Quality of outputs**, which covers the care and rigour applied to both public materials (e.g. reports, flyers, publications) and internal documents (e.g. technical reports), ensuring they meet the agreed standards and contribute to smooth project implementation.
- **Quality of deliverables**, which specifically refers to contractual outputs, ensuring they comply with the requirements set by the ESFA, and contribute meaningfully to advancing EU goals in social inclusion and innovation.

6.2 Core Aspects of Quality Management

Core aspects in UPFARM's quality management include:

- Making the most of international collaboration and learning by doing to iteratively improve the way in which the project is run;
- Constantly overseeing that the project is run according to the requirements of the GA;
- Developing and closely monitoring work-packages and related deliverables over time, in order to timely spot possible issues that may affect the quality of results and implement corrective actions;
- Making sure that peer reviews are strategically directed towards the production of results that can meaningfully contribute to advance innovation and social innovation in the targeted fields.

Key areas of application of quality management are as follows:

- **Project Planning:** systematic planning will underpin all project activities. The Project Coordinator, with the support of the Project Manager and the SC, will be responsible for controlling the planning process. Key to the planning function will be to ensure that responsibilities are clearly assigned for each specific task and deliverable.

- **Document control:** preparation, checking, approval, transmission, use and correction of documents will be controlled in accordance with an agreed protocol as described later in this document. All minutes of meetings - both online and offline - will be stored in the project management platform and labelled for easy retrieval.
- **Approval of Outputs:** all outputs produced for external dissemination will undergo internal check and approval as part of the quality control.
- **Peer review:** key project deliverables will be internally reviewed prior to submission, with attention paid to whether their aims/objectives are clearly justified and actually achieved; their relevance; and the extent to which they innovatively contribute to the field.
- **Language quality:** all documents and outputs will be thoroughly reviewed beforehand for language accuracy, clarity and consistency.

6.3 Responsibilities for Quality Management

Key responsibilities for quality management in UPFARM are identified as follows:

- The **Project Manager** oversees quality management, and shall ensure that the provision and requirements set in this document are considered and applied throughout planning and implementing the project activities, and elaborating contractual deliverables.
- The **Project Coordinator** oversees risk management also in correlation with quality management, and shall ensure that risks are considered throughout planning and implementing the project activities.

Together, the PC and PM will be responsible for:

- Coordinating the deliverables' peer review where this applies, making sure that the review plan is clearly set for each year of project development, and that all reviewers are fully informed of their responsibilities and procedures that apply;
- Performing ultimate quality control on project outputs (i.e. deliverables, reports);
- Initiating actions to prevent non-conformity and proposing solutions in the case of non-conformity; this particularly applies in the case of deliverables' rejection, where the PC and PM must be involved to mediate and find a shared solution, which may entail a third revision and/or seek support in reworking on the deliverable itself. The Steering Committee should also be informed and eventually involved to provide additional support.

All partners have the responsibility to ensure the highest quality standards in the activities they perform, as well as in the production of outputs and deliverables. Moreover, all partners shall actively collaborate to the creation of a working environment that preserves personal health and well-being. Key responsibilities of partners for quality management include:

- Full awareness and knowledge of UPFARM's quality regime;
- Proper quality planning in the context of activities and/or outputs and deliverables where they are involved; this particularly applies to WP, Activities and Deliverable Leads, who maintain the responsibility of setting a clear work plan, informing all contributors properly, and initiating the review process with the reviewers assigned where this applies;
- First level quality control; this particularly applies to WP, Activity and Deliverable Leads, who maintain the responsibility of checking that quality requirements are properly addressed within project activities, outputs and deliverables.

6.4 Quality Management Process

Quality Management in UPFARM is implemented according to two core steps:

- **Quality Planning**, which refers to the measures planned (ex ante) to make sure that quality is considered in the development of activities, as well as in the production of outputs and deliverables.
- **Quality Assurance and Control**, which refers to the procedures implemented to ensure quality is properly addressed as well as to the ex post evaluation of quality measures adopted.

6.4.1 Quality Planning

Quality planning refers to the ex ante measures planned at project, WP and task level to make sure that quality is properly addressed and embedded throughout the development of project activities, from their initial definition, up to the production of any specific output and/or deliverable. Each partner may apply specific quality planning measures stemming from its own expertise and internal quality policy; nonetheless, the following Table provides a set of general indications for quality planning in UPFARM that all partners shall follow:

Aspect	Indications	Responsibility
Work Package	<p>At WP commencement, make sure that:</p> <ul style="list-style-type: none"> • The WP is analysed in depth in terms of core goals, individual activities, overall timing, major milestones, deliverables and possible risks; • Proper ethics review is made when this applies; • All involved partners have a clear understanding of their expected contribution and responsibilities. • You have set in place an internal way to keep track of progress and communicate/collaborate with all relevant partners. 	<p>WP Lead PC SC</p>

	<ul style="list-style-type: none"> The SC is fully informed about the initial steps envisaged for the WP. 	
Activity	<p>At Activity commencement, make sure that:</p> <ul style="list-style-type: none"> The Activity is analysed in depth in terms of core goals, overall timing, major milestones, deliverables and possible risks; Ethics approval is achieved where this applies; All involved partners have clear understanding of their expected contribution and responsibilities in the task and related deliverable(s), if any; The WP Lead is fully informed about the work planned for the Activity; You have set in place an internal way to keep track of progress and communicate/collaborate with all relevant partners. 	Activity Lead WP Lead
Meetings	<p>Make sure that:</p> <ul style="list-style-type: none"> The date is agreed and communicated in large advance to all attendees; The agenda is shared with enough time to receive feedback from attendees and refine the programme accordingly; The relevant templates for agendas, presentations and MoMs are used; Venues are comfortable and equipped with all needed requirements; You have checked possible barriers or restrictions that may prevent the participation of attendees, and you have set in place all possible measures for barriers' removal (especially in the case of physical disabilities, dietary restrictions, personal mobility issues, etc.). 	Hosting partners
Public events	<p>Next to the indications that apply for internal meetings, also make sure that:</p> <ul style="list-style-type: none"> All partners are informed about the event in large advance; You have set in place all possible measures to ensure high visibility to the event; You are in contact with the Communication and Dissemination Lead to get support and advice. 	Hosting partner Communication & Dissemination Lead
Reviews with the ESFA	<p>Reviews with the ESFA happen in the context of each reporting period and are aimed at assessing the progress of the project in compliance with the GA and its</p>	PC PM WP Leads

	<p>Description of Project. In order to plan them properly, make sure that:</p> <ul style="list-style-type: none"> • The scope of the review and specific topics covered all clear to all attendees (usually, PC, PM and WP Leads), and they are prepared to present their work adequately and in detail; • A rehearsal meeting is organised prior to the review to discuss and agree upon a shared approach and meaningful flow of presentations. 	
Deliverables	<p>Make sure that:</p> <ul style="list-style-type: none"> • A draft Table of Contents and Abstract is shared as earliest as possible in the process with both the PB and the assigned reviewers (when peer review applies); • Assigned reviewers are approached as earliest as possible in the process in order to seek for advice and agree upon a shared review timeline. 	Deliverables Leads

Table 10: Key indications for quality planning

Documents and Templates

Over the course of the project, different types of outputs, deliverables and other documents will be produced. It is therefore important to provide all partners with clear indications on how such documents must be elaborated, so as to address the requirements set out by the ESFA, while ensuring the effectiveness of project management processes.

There are two main types of documents in the project that are subjected to common procedures for elaboration and production:

1. Documents for the ESFA and the broader audience of stakeholders and target-groups addressed by UPFARM;
2. Documents for internal use mainly;

For these documents, a series of templates and basic rules are provided particularly as part of the communication and dissemination package provided within Deliverable 10.1, and made available within the project repository. The following table provides an overview of the main project documents and templates:

Type	Documents	Responsibility	Template
Documents for ESFA and broad	Deliverables	Deliverable Leads	UPFARM Deliverable template (ref. D10.1)

audience of stakeholders and target- groups			
	Periodic Technical Reports	Project Coordinator	Template provided by the ESFA
	Presentations	All partners	UPFARM Deck template (ref. D10.1)
Documents for internal use mainly	Internal Progress Reports	All partners	Template provided by the Coordination Team
	Peer Reviews	Deliverable Leads and assigned reviewers	Template provided by the Coordination Team
	Agendas	All partners	UPFARM Agenda template (ref. D10.1)
	Minutes of Meetings	All partners	UPFARM MoM template (ref. D10.1)

Table 11: Types of documents in UPFARM

Document Control

All documents mentioned above shall be subjected to quality control prior to their publication/sharing. In particular, the following aspects are to be controlled in the first instance by the partner(s) responsible for such documents:

- Compliance with the standard templates and formats provided, including the logos, acknowledgement of funding and disclaimer mentioned in Section 7 of this Handbook);
- Easiness of reading and understanding of the document, including structure, clarity and consistency of language;
- Completeness of the document;
- Relevance to the objectives of the document and the project as a whole;
- Inclusion of reference data, including authors, revision log, dates and reference to other documents (when this applies).

6.4.2 Quality Assurance and Control

While quality planning sets the foundation, quality assurance and quality control are the mechanisms that ensure expectations are met and that continuous improvements are made.

Quality Assurance in UPFARM is embedded in all phases of project implementation through:

- The use of shared document templates to ensure consistency and compliance with visual identity and contractual standards;
- Continuous coordination and mutual support between partners, especially through the WP Leads and the Coordination Team;
- Periodic check-ins and mutual feedback during internal meetings and milestone reviews;
- A common understanding of accessibility, inclusion, and co-production principles that apply to all internal and public work.

Quality Control involves checking, validating, and improving the outputs and processes after implementation. It applies to both internal and external outputs and includes:

- Internal proofreading and quality checks by the responsible partners before submitting any deliverable or output;
- Final validation by the Coordination Team to ensure consistency with project and contractual requirements;
Use of internal feedback loops (e.g., post-event reflections, coordination debriefs) to monitor effectiveness and identify potential improvements.

Peer review, as one of the main quality control mechanisms for key deliverables, is described in detail in Section 3 of this Handbook.

7. Communication, Dissemination and Exploitation

7.1 Introduction to Communication, Dissemination and Exploitation

Effective communication, dissemination, and exploitation (CDE) are essential components of the UPFARM project, ensuring that its activities, results, and long-term value reach the appropriate audiences and generate meaningful impact beyond the consortium. These three dimensions work in synergy to promote transparency, visibility, knowledge transfer, and uptake, maximising the societal value of the project.

- **Communication** focuses on raising awareness of UPFARM's vision, progress, and relevance among broader audiences, including citizens, media, and civil society at large.
- **Dissemination** targets the effective sharing of project results with specific stakeholder groups who can benefit from or contribute to them, including practitioners, policymakers, researchers, and networks.
- **Exploitation** concerns the strategic use and sustainability of project results after the project's end, whether through policy uptake, replication, scaling, or further innovation.

Given the central role of CDE in UPFARM, specific activities and deliverables are foreseen within the project's work plan - particularly under WP10 - to provide all partners with detailed guidance and strategic direction. While those elements are currently under development, this section of the Handbook sets out the core principles and basic rules that all partners are expected to follow in carrying out CDE activities throughout the project.

7.2 Project Visual Identity and Website

UPFARM's visual identity, website, and Social Media channels are currently being developed in line with the Branding Identity and Rules (D10.1) and Outreach, dissemination and Exploitation Plan (D10.2). The visual identity (logo and brand guidelines) will reflect the vision, objectives and expected outcomes of UPFARM. The website will contain the public documents, materials and resources deriving from the project work; it will be designed and regularly updated by the WP10/11 Lead IH, with expected contribution and inputs from all partners within the scope of their own work in the project.

7.3 Key Requirements

Ensuring clear and prominent visibility of the European Union co-funding in all public communications related to UPFARM is a contractual obligation for all partners. This applies to any form of external communication output or product, including publications, websites, promotional materials, press releases, and presentations.

All partners must ensure that the following requirements are met:

- EU Funding Acknowledgement: Include the following standard sentence in all relevant outputs: "UPFARM is co-funded by the European Social Fund Plus - Social Innovation Plus Initiative under grant agreement No. ESF-SI-2024-LTU-01-0023"
- Logo Placement: Use the UPFARM project logo (once finalised) on the front page of any document or communication material. Include the EU emblem and SI+ logos accompanied by the funding statement ("Co-funded by the European Union") in the footer of the first page or another prominent location.



These elements are essential to ensure compliance with EU communication rules and to reinforce the visibility of the Union's support.

The following link provides key resources and guidelines for proper utilisation of the logos:
<https://socialinnovationplus.eu/oguidance/6-communication/>

7.3.1 Project Presentations

As part of D10.1 Branding Identity and Rules, a template for UPFARM presentations will be provided, to be used (and eventually adapted) in external communication. This will also become available through the project collaboration platform.

7.3.2 Document Templates

All public documentation needs to be compliant with the document standards provided by IH. The document standard could be used for:

- Public documents by the consortium;
- Project deliverables (in a report format);
- Any documents that are declared as public by the consortium.

All project templates (deliverables, presentations, document standard) are saved on the project collaboration platform. For internal project documents, it is also advised to apply this standard, such as WP meeting agenda and minutes.

7.4 Dissemination of Results

Partners must - as soon as possible - disseminate their results. This does not change the obligation to protect results in Article 27 (GA), the confidentiality obligations in Article 36 (GA), the security obligations in Article 37(GA) or the obligations to protect personal data in Article 39 (GA), all of which still apply. Dissemination in UPFARM is addressed within WP10 and 11 (Outreach, Dissemination and Exploitation), led by Impact HUB in close collaboration with all beneficiaries. When deciding on dissemination, the partners have to take into consideration the other partners' legitimate interests regarding non-disclosure of sensitive information.

8. Reporting

UPFARM follows the reporting obligations defined in Article 20 of the GA, which includes both continuous reporting and periodic reporting. The Coordination Team at ANCI Toscana is responsible for ensuring compliance with these requirements and for supporting partners in timely and accurate reporting.

The following figure (Figure 3) provides an overview of the reporting process:

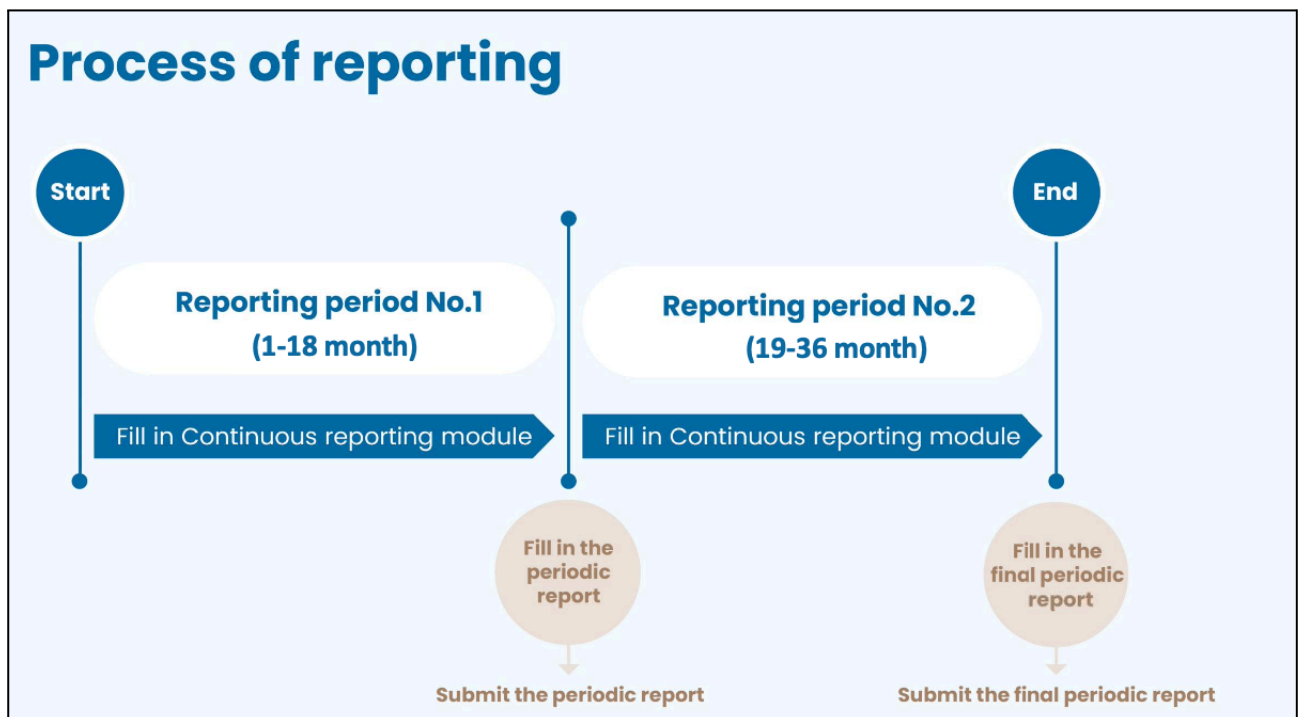


Figure 3, Process of Reporting (Credits, ESFA)

8.1 Continuous Reporting

Throughout the duration of the project, the Coordinator must report continuously on the progress of activities via the eSinnis portal. This includes submitting:

- Contractual Deliverables
- Outputs/outcomes achieved
- Indicators and their progress
- Critical risks and mitigation measures

While specific beneficiaries may be asked to input and update this information directly in the Portal (especially concerning their own tasks or deliverables), the Coordinator retains full responsibility for the correctness and completeness of this information and for its timely submission.

All standardised deliverables (such as cumulative expenditure reports or special reports not linked to payments) must be submitted using the official templates available on the Portal.

8.2 Periodic Reporting

There are two reporting periods in UPFARM:

1. Reporting Period No. 1: from M1 to M18 (included) - 01/09/2025 - 28/02/2027
2. Reporting Period No. 2: from M19 to M36 (included) - 01/03/2027 - 01/09/2028

To unlock project payments, periodic reports must be submitted as per the timeline outlined in the Grant Agreement Data Sheet. These reports include both a **technical** and a **financial** part and are prepared using the Portal's online tools.

The **technical part** provides a comprehensive overview of the project's implementation during the reporting period. WP Leads and Activity Leads must actively contribute by providing:

- Updates on task progress
- Summary of activities
- Deviations from plans, if any
- Achievements and results

The **financial part** is a consolidated financial statement for the entire consortium, prepared by the Coordinator. Under the lump sum model, this statement will reflect:

- Lump sum contributions for WPs **fully completed** during the period
- (At final reporting only) Partial contributions for WPs **partially completed** due to force majeure or technical impossibility

Each beneficiary must confirm that their work was implemented as per Annex 1 (Description of the Action) and keep adequate supporting documentation for audit purposes. Importantly, **any WP not declared in the financial statement will not be taken into account for reimbursement.**

All financial reporting must be done in **euro** and all reporting (technical and financial) must be in **English**.

8.3 Non-Compliance

Failure to comply with reporting obligations may lead to:

- Suspension of payments
- Recovery of funds

- Termination of the Agreement or of the Coordinator's role
- Other measures set out in Chapter 5 of the Grant Agreement

To avoid such consequences, partners are expected to:

- Respond promptly to requests for reporting contributions
- Review and validate draft inputs when requested
- Use templates and guidance provided by the Coordination Team

9. Financial Aspects

9.1 Lump Sum Mechanism

UPFARM operates under the lump sum funding model introduced by the European Commission to simplify financial management in a number of programmes, including the ESF+. Under this model, **funding is not based on actual incurred costs, but rather on the completion of predefined work packages, as described in the Grant Agreement.**

Each work package has an associated lump sum amount. The full amount is paid only if the work is completed in line with the agreed Description of Project (Annex 1 of the GA). There is no requirement to report or justify individual costs (e.g., timesheets, invoices); instead, funding depends on whether the outputs (especially deliverables and milestones) demonstrate that the planned work has been carried out effectively. This means that ensuring timely, complete, and high-quality deliverables is critical to securing payment. The internal coordination, peer review processes, and quality control mechanisms described in this Handbook are designed to support partners in meeting this requirement.

Even in a lump sum model, **partners may be required to provide supporting information during or after the project** (e.g., during audits). This includes evidence of proper implementation, eligibility of the activities carried out, and compliance with legal, technical, and financial obligations. All information provided must be **accurate, precise, and complete, and partners should retain evidence in accessible and verifiable formats.**

Such documentation includes (but is not limited to):

- working documents, meeting notes, attendance lists,
- draft and final versions of outputs,
- records of outreach or engagement activities,
- any internal evaluations or quality checks.

Records must be **kept until the deadline specified in the Grant Agreement.** If an audit or legal procedure is ongoing, records must be retained until those procedures are concluded.

Digital and digitalised documents are accepted as originals if allowed under national law. The EC may also accept non-originals if they provide a comparable level of assurance.

Beneficiaries must immediately inform the Coordinator (and, if necessary, the other partners) of any event or circumstance that could affect:

- the timely and proper implementation of the project,
- the EU's financial interests, or

- the conditions under which the Grant was awarded (e.g., legal, financial, or ownership changes; risk of exclusion).

The Coordinator is responsible for promptly notifying the Granting Authority (ESFA) of such events. Failure to communicate may result in financial or legal consequences.

9.2 Budget Changes

In a lump sum agreement, the total amount of funding is fixed and paid as a single amount, regardless of the actual costs incurred. However, sometimes changes to the budget might be necessary due to unforeseen circumstances or adjustments in project scope. In the case a need for budget change arises, the following aspects shall be taken into account:

- **No automatic increase or decrease:** Since the lump sum is fixed, minor variations in costs do not typically lead to adjustments in the total payment. The recipient is expected to manage the project within the agreed lump sum.
- **Formal approval required for significant changes:** If the budget change is significant or affects the overall scope or deliverables, a formal request must be submitted to the funding authority. This request should justify the reasons for the change and explain how it impacts the project.
- **Contract amendment:** Upon approval, the GA may be amended to reflect the new lump sum amount or revised project terms.
- **Risk and responsibility:** The recipient usually bears the financial risk for cost overruns or savings. Effective budget management is therefore crucial to ensure the project stays within the fixed amount.



UPFARM

Seeding Regenerative Futures



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Social
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