

Project Deliverable Report

DELIVERABLE 9.6

FINAL PROJECT MANAGEMENT PLAN

WORK PACKAGE NUMBER: 9

WORK PACKAGE TITLE: PROJECT MANAGEMENT

TYPE: REPORT

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Action acronym	REGACE
Grant agreement number	101096056
Project coordinator	Prof. Ibrahim Yehia
Project start date and duration	1 February 2023, 36 months
Project website	https://regaceproject.com/



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Approvals				
	Name	Organisation	Date	Signature (initials)
Coordinator	Prof. Ibrahim Yehia	Alzahrawy Society	2025.10.31	IH
Project Manager	Raymond Slaughter	Interteam / Agora	2025.10.31	RS

Table of Contents

EXECUTIVE SUMMARY	5
INTRODUCTION	6
PROJECT MANAGEMENT	6
INTERNAL COMMUNICATION	6
ONLINE PROJECT COLLABORATION SOFTWARE	6
THIS DELIVERABLE	7
1. WORK PACKAGE 1 POTENTIALS OF THE SYNERGIES OF INNOVATIVE AND INTELLIGENT AGRIVOLTAIC SYSTEMS	8
WP LEADER – UNIVERSITY OF THESSALY	8
2. WORK PACKAGE 2 IMPLEMENTATION	9
WP LEADER – TRISOLAR - INNOWADI GROUP LTD.	9
3. WORK PACKAGE 3 TESTING	10
WP LEADER – UNIVERSITY OF NATURAL RESOURCES & LIFE SCIENCES, VIENNA.....	10
4. WORK PACKAGE 4 MODELLING AND DIGITAL TWINS.....	11
WP LEADER – UNIVERSITY OF ROME TOR VERGATA	11
5. WORK PACKAGE 5 VALIDATION DEVELOP.....	12
WP LEADER – ALZAHRAWY SOCIETY.....	12
6. WORK PACKAGE 6 SUSTAINABILITY (ENVIRONMENTAL, ECONOMIC AND SOCIAL)	13
WP LEADER – UNIVERSITY OF ROME TOR VERGATA	13
.....	13
7. WORK PACKAGE 7 INNOVATION MANAGEMENT	14
WP LEADER – INTERTEAM / AGORA PARTNERS.....	14
8. WORK PACKAGE 8 DISSEMINATION & VISIBILITY	15
WP LEADER – INTERTEAM.....	15
9. WORK PACKAGE 9 PROJECT MANAGEMENT	16
WP LEADER – ALZAHRAWY SOCIETY.....	16
CONCLUSION.....	17

Table of Figures

Figure 1 WP 1 Task and Deliverable Status	8
Figure 2 WP 1 GANTT Chart.....	8
Figure 3 WP 2 Task and Deliverable Status	9
Figure 4 WP 2 GANTT Chart.....	9
Figure 5 WP 3 Task and Deliverable Status	10
Figure 6 WP 3 GANTT Chart.....	10
Figure 7 WP 4 Task and Deliverable Status	11
Figure 8 WP 4 GANTT Chart.....	11
Figure 9 WP5 Task and Deliverable Status	12
Figure 10 WP 5 GANTT Chart.....	12
Figure 11 WP 6 Task and Deliverable Status	13
Figure 12 WP 6 GANTT Chart.....	13
Figure 13 WP 7 Task and Deliverable Status	14
Figure 14 WP 7 GANTT Chart.....	14
Figure 15 WP 8 Task and Deliverable Status	15
Figure 16 WP 8 GANTT Chart.....	15
Figure 17 WP 9 Task and Deliverable Status	16
Figure 18 WP 9 GANTT Chart.....	16

Executive Summary

This document presents the Final Project Management Plan for Deliverable 9.6, describing the processes, structures, and tools used to coordinate the REGACE consortium’s activities. The plan outlines the distribution of tasks among nine work packages, covering topics such as innovative agrivoltaic systems, implementation, testing, digital twin modeling, validation, sustainability, innovation management, dissemination, and project management. Management responsibilities are clearly allocated, with the Coordinator, Project Manager, and Work Package 9 team taking the lead, supported by all work package leaders.

Key project management activities include a hierarchy of meetings, ranging from yearly consortia assemblies to weekly coordination team discussions, and adoption of monday.com for digital collaboration, ensuring transparency and accountability. The platform’s use is carefully calibrated to avoid overwhelming partners with unnecessary detail, focusing instead on essential timelines, deliverables, and progress tracking. Frequent internal communication, periodic reviews, and collaborative planning with all partners underpin the project’s strong coordination and its ability to adapt to challenges.

The management plan reflects a commitment to high administrative, financial, and quality standards, fostering a culture of shared responsibility and continuous improvement. As a result, the consortium has effectively aligned its diverse activities, met project objectives, and established a management approach that is both robust and sustainable for future efforts.

Introduction

Project Management

The responsibility for REGACE project management lies mainly with the Coordinator, the Project Manager and members of Work Package (WP) 9 – Project Management, which forms the Coordination Team, and they are supported by all Work Package leaders.

The Coordination Team carries out the necessary activities for the effective and efficient implementation of the project in terms of administrative, financial and quality assessment duties. It manages internal communication among the partners of the consortium, as well as communication with the European Commission and between the consortium and the Commission. The execution of project tasks, the submission of quality deliverables and the achievement of the overall project objectives are the key activities of project management.

Internal Communication

To properly manage the project, effective communication and collaboration are necessary across all levels of the consortium. The internal meeting structure is as follows.

Yearly General Assembly Meetings. In-person General Assembly meetings with all consortium partners are planned for approximately once per year.

Quarterly Consortium Meetings. Online consortium meetings with all consortium partners are planned for approximately every quarter.

Monthly Update Meetings. The work package leaders and testing site leaders meet approximately monthly to discuss task and deliverable progress. Additional work package and site meetings are held as needed to plan and execute tasks.

Weekly Coordination Team Meetings. The coordination team meets approximately weekly to discuss day-to-day project management and WP9 activities.

Ad Hoc Meetings. On an as-needed basis, meetings on cross-cutting or special topics such as data management or crop protocols or newly arising issues are held with the involved parties and partners.

Online Project Collaboration Software

To support project management, the consortium utilises an online project collaboration software called *monday.com*. The online platform offers a comprehensive set of project management features designed to streamline workflows and enhance team collaboration.

There are multiple useful project management features of *monday.com*:

- **Customizable Boards:** Users can create boards tailored to specific projects or workflows, allowing for flexible organization of tasks and information.

- Gantt Charts: These visual timelines help teams plan project schedules, set milestones, and manage dependencies between tasks.
- Task Assignment: Users can easily assign tasks to team members, set due dates, and track progress and completion, also with automated reminders to be sent via email.
- Work Breakdown Structures: Tasks can be reduced into smaller, more manageable components and visually represented in a hierarchical format.

It has been found that too much detail and too many automated reminders are not appreciated nor helpful to the consortium members. Basic task, deliverable and timeline overviews with reminders only for high priority activities are more useful for tracking and monitoring progress and for supporting the general project management.

The process of developing and regularly updating this work plan involves four stages:

1. Entering the various tasks outlined in the Description of the Action of the Grant Agreement into the monday.com platform;
2. Work by the coordination team to expand these tasks into subtasks and other items with timelines and deadlines;
3. An initial process of dialogue between the coordination team and each of the partners to discuss both the tasks in which they are directly involved and tasks that have impact or dependency on their tasks;
4. A continuous process of internal communication meetings as listed above to discuss ongoing progress, issues and day-to-day project management and regularly revising the information on monday.com to maintain up-to-date project plans.

This Deliverable

This deliverable, D9.6 – Final Project Management Plan, is mainly a snapshot of a regular revision of the project tasks, deliverables, Gantt charts and work breakdown structures after consultations with partners in regular meetings. This deliverable simply contains representative example excerpts from the online project plan, since many of these are too large to adequately show in this document.

1. Work Package 1 Potentials of the synergies of innovative and intelligent agrivoltaic systems

WP Leader – University of Thessaly

WPI- Synergies

<input type="checkbox"/>	Task		Status ⓘ	Timeline	Priority
<input type="checkbox"/>	Task 1.1 Synergies Creation	✦ Ⓢ	Done	Feb 1, '23 - Apr 30, '23	
<input type="checkbox"/>	Task 1.2 Energy Audit	✦ Ⓢ	Done	Feb 1, '23 - Jul 31, '23	
<input type="checkbox"/>	Deliverable 1.1 Synergies	✦ Ⓢ	Done	Jul 31, '23	High
<input type="checkbox"/>	+ Add item				

Figure 1 WP 1 Task and Deliverable Status

	2024			2025			
	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<ul style="list-style-type: none"> WPI- Synergies 1.1 Synergies Creation Feb 1, '23 - Apr 30, '23 Task 1.2 Energy Audit Feb 1, '23 - Jul 31, '23 Deliverable 1.1 Synergies Jul 31, '23 							

Figure 2 WP 1 GANTT Chart

No activities appear in 2025 as they were all previously completed and submitted.

2. Work Package 2 Implementation

WP Leader – Trisolar - Innowadi Group Ltd.

WP 2 Implementation

<input type="checkbox"/>	Task		Status ⓘ	Timeline	Priority
<input type="checkbox"/>	2.1 Design Adaptation	✦ ⊕	Done	Feb 1, '23 - Jan 31, '26	
<input type="checkbox"/>	2.2 CO2 enrichment systems	✦ ⊕	Working on it	Feb 1, '23 - Jan 31, '26	
<input type="checkbox"/>	Deliverable 2.1 Initial design and...	✦ ⊕	Done	Sep 30, '23	High
<input type="checkbox"/>	Deliverable 2.2 CO2 enrichment...	✦ ⊕	Working on it	Jan 31, '26	High
<input type="checkbox"/>	Deliverable 2.3 Final design and ...	✦ ⊕	Working on it	Jan 31, '26	High
<input type="checkbox"/>	+ Add item				

Figure 3 WP 2 Task and Deliverable Status



Figure 4 WP 2 GANTT Chart

3. Work Package 3 Testing

WP Leader – University of Natural Resources & Life Sciences, Vienna

▼ WP 3 Testing

Task	Status	Timeline	Priority
3.1 Bifacial PV characterization	Working on it	Jul 1, '23 - Nov 30, '25	
3.2 PV Electrical monitoring in g...	Working on it	Jul 1, '23 - Nov 30, '25	
3.3 Greenhouse microclimate m...	Working on it	Jul 1, '23 - Nov 30, '25	
3.4 Crop Monitoring	Working on it	Jul 1, '23 - Nov 30, '25	
3.5 Greenhouse Water efficiency	Working on it	Jul 1, '23 - Nov 30, '25	
3.6 CO2 enrichment	Working on it	Jul 1, '23 - Nov 30, '25	
3.7 Additional lighting	Working on it	Sep 1, '23 - Nov 30, '25	
Deliverable 3.1 Test protocols	Done	Sep 30, '24	High
Deliverable 3.2 Testing results	Working on it	Nov 30	High
+ Add item			

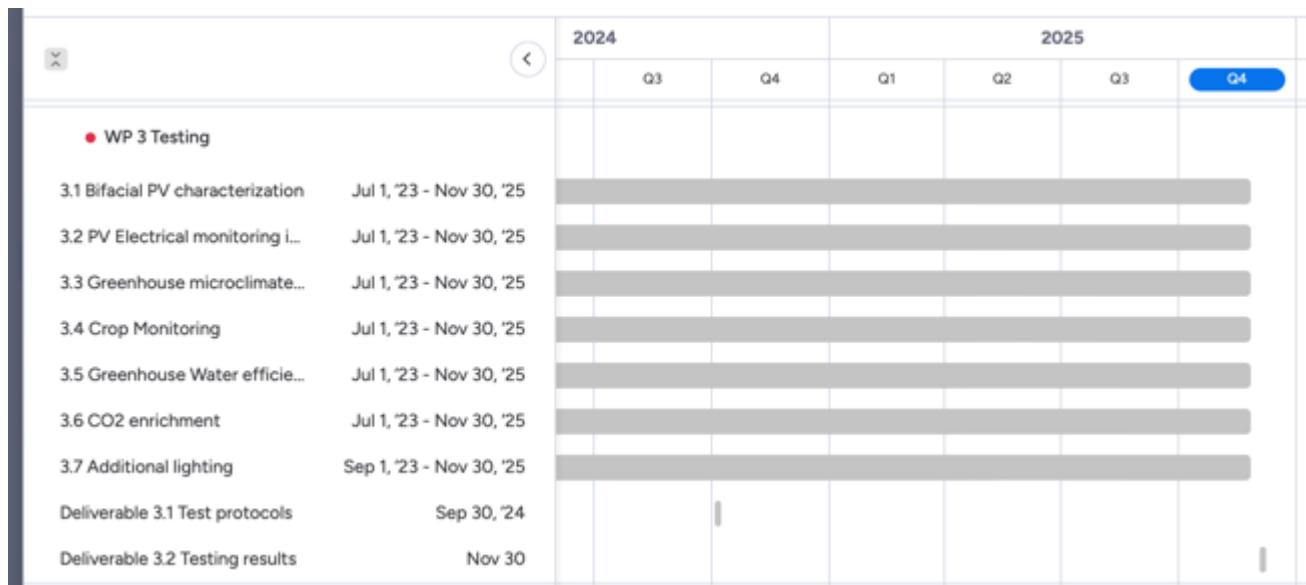


Figure 6 WP 3 GANTT Chart

4. Work Package 4 Modelling and Digital Twins

WP Leader – University of Rome Tor Vergata

▼ WP 4 Modeling and Digital Twins

<input type="checkbox"/>	Task		Status ⓘ	Timeline	Priority
<input type="checkbox"/>	4.1 Dynamic Modeling	✦ Ⓢ	Working on it	Feb 1, '23 - Jan 31, '26	
<input type="checkbox"/>	4.2 CFD modeling	✦ Ⓢ	Working on it	Feb 1, '23 - Jan 31, '26	
<input type="checkbox"/>	4.3 PV modeling	✦ Ⓢ	Working on it	Feb 1, '23 - Jan 31, '26	
<input type="checkbox"/>	4.4 Water efficiency modeling	✦ Ⓢ	Working on it	Feb 1, '23 - Jul 31, '25	
<input type="checkbox"/>	4.5 Digital twins	✦ Ⓢ	Working on it	Feb 1, '23 - Jan 31, '26	
<input type="checkbox"/>	Deliverable 4.1 calibration of mo...	✦ Ⓢ	Done	Jul 31, '24	High
<input type="checkbox"/>	Deliverable 4.2 Predictive simul...	✦ Ⓢ	Working on it	Jan 31, '26	High
<input type="checkbox"/>	Deliverable 4.3 Digital twins	✦ Ⓢ	Working on it	Jan 31, '26	High
<input type="checkbox"/>	+ Add item				

Figure 7 WP 4 Task and Deliverable Status



Figure 8 WP 4 GANTT Chart

5. Work Package 5 Validation Develop

WP Leader – Alzahrawy Society

▼ WP5 Validation

<input type="checkbox"/>	Task		Status	Timeline	Priority
<input type="checkbox"/>	5.1 Evaluation procedure metho...	✦ ⊕	Done	Oct 1, '24 - Jan 31, '25	
<input type="checkbox"/>	5.2 Evaluation from and end us...	✦ ⊕	Working on it	Jan 31, '25 - Jan 31, '26	
<input type="checkbox"/>	5.3 Evaluation using KPIs	✦ ⊕	Working on it	Jan 31, '25 - Jan 31, '26	
<input type="checkbox"/>	5.4 Technical potools	✦ ⊕	Working on it	Jul 1, '25 - Jan 31, '26	
<input type="checkbox"/>	Deliverable 5.1 common manual	✦ ⊕	Done	Jan 31	High
<input type="checkbox"/>	Deliverable 5.2 technecal proto...	✦ ⊕	Working on it	Jan 31, '26	High
<input type="checkbox"/>	Deliverable 5.3 System Evaluati...	✦ ⊕	Working on it	Jan 31, '26	High
<input type="checkbox"/>	+ Add item				

Figure 7 WP 5 Task and Deliverable Status

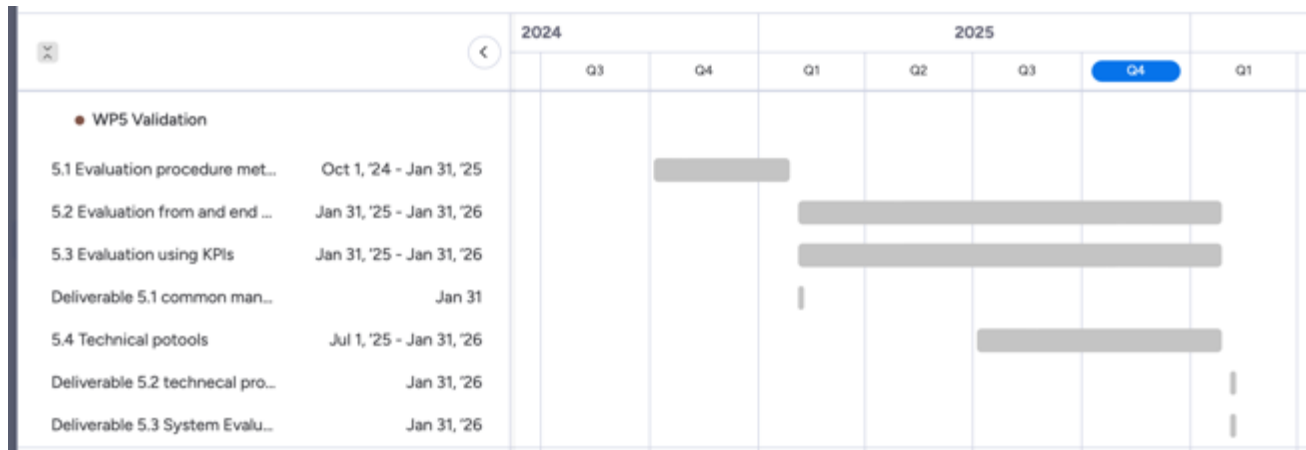


Figure 10 WP 5 GANTT Chart

6. Work Package 6 Sustainability (Environmental, economic and social) WP Leader – University of Rome Tor Vergata

WP 6 Sustainability

Task	Status	Timeline	Priority
6.1 Researcher Training	Done	Feb 1, '23 - Jul 31, '23	
6.2 Analysis of farmers' mental ...	Working on it	Jul 31, '23 - Nov 30, '25	
6.3 Participation	Working on it	Jul 31, '23 - Nov 30, '25	
6.4 Discussion, communication ...	Working on it	Sep 30, '23 - Nov 30, '25	
6.5 Evaluation Of change in me...	Working on it	Jul 31 - Nov 30	
6.6 Analysis of land impact f PV...	Working on it	May 31, '23 - Jan 31, '26	
6.7 Resource efficiency analysis	Working on it	May 31, '23 - Jan 31, '26	
6.8 Circularity Potential	Working on it	May 31, '23 - Jan 31, '26	
6.9 Social aspect and acceptan...	Working on it	Sep 1, '23 - Nov 30, '25	
Deliverable 6.1 Environment imp...	Working on it	Nov 30	High
Deliverable 6.2 Farmers Dialogu...	Working on it	Aug 31	High
+ Add item			

Figure 11 WP 6 Task and Deliverable Status

Deliverable 6.2 – Farmers Dialogues has been delayed to 30 November 2025 in order to incorporate further feedback from another round of workshops with farmers. The European Commission Project Officer has been informed about the delay.

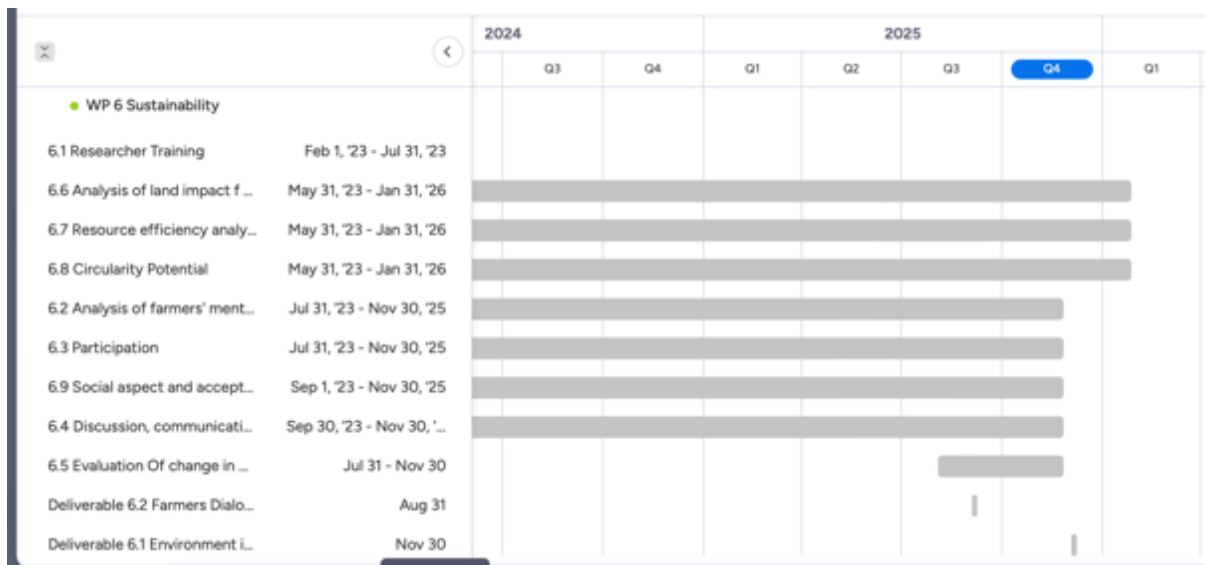


Figure 12 WP 6 GANTT Chart

7. Work Package 7 Innovation Management WP Leader – Interteam / Agora Partners

WP 7 innovation Management and Business Planning

<input type="checkbox"/>	Task		Status ⓘ	Timeline	Priority
<input type="checkbox"/>	7.1 Innovation management	✦ ⬆	Working on it	Feb 1, '23 - Jan 31, '26	
<input type="checkbox"/>	7.2 Business case analysis	✦ ⬆	Done	Feb 1, '23 - Jul 31, '24	
<input type="checkbox"/>	7.3 Innovative business models	✦ ⬆	Done	Aug 1, '24 - Jul 31, '25	
<input type="checkbox"/>	7.4 Exploitation in business plan	✦ ⬆	Working on it	Feb 28, '25 - Jan 31, '26	
<input type="checkbox"/>	7.5 Legal issues analysis	✦ ⬆	Working on it	Mar 1, '23 - Jan 31, '26	
<input type="checkbox"/>	7.6 Intellectual property manag...	✦ ⬆	Working on it	Feb 1, '23 - Jan 31, '26	
<input type="checkbox"/>	Deliverable 7.1 recommendation...	✦ ⬆	Done	Jan 31	High
<input type="checkbox"/>	Deliverable 7.2 Business plan	✦ ⬆	Working on it	Jan 31, '26	High
<input type="checkbox"/>	Deliverable 7.3 Roadmap for ac...	✦ ⬆	Working on it	Jan 31, '26	High
<input type="checkbox"/>	+ Add item				

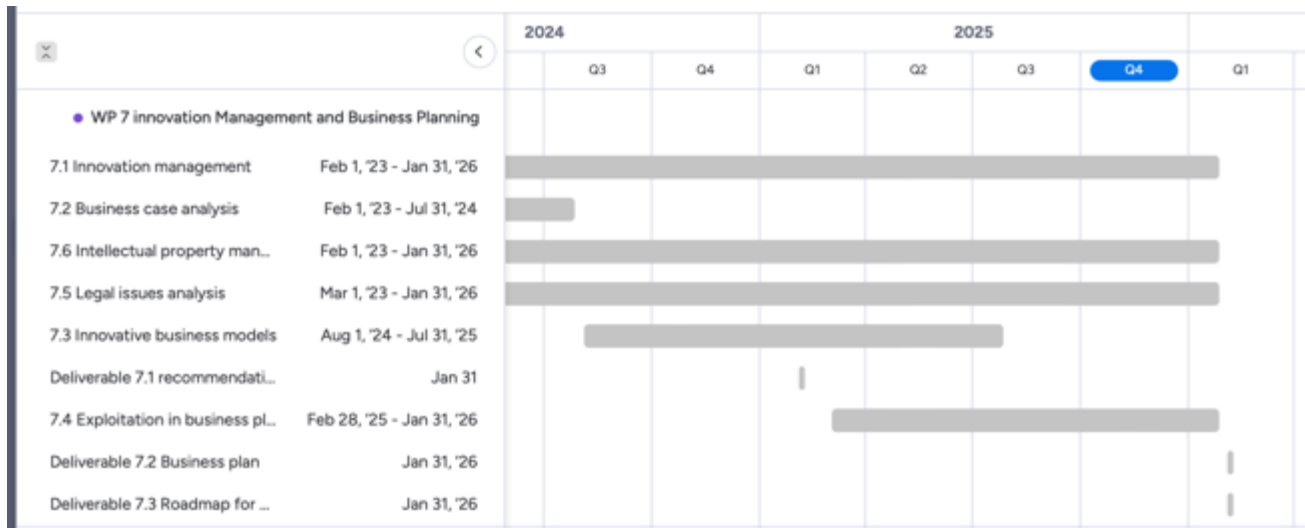


Figure 14 WP 7 GANTT Chart

8. Work Package 8 Dissemination & Visibility

WP Leader – Interteam

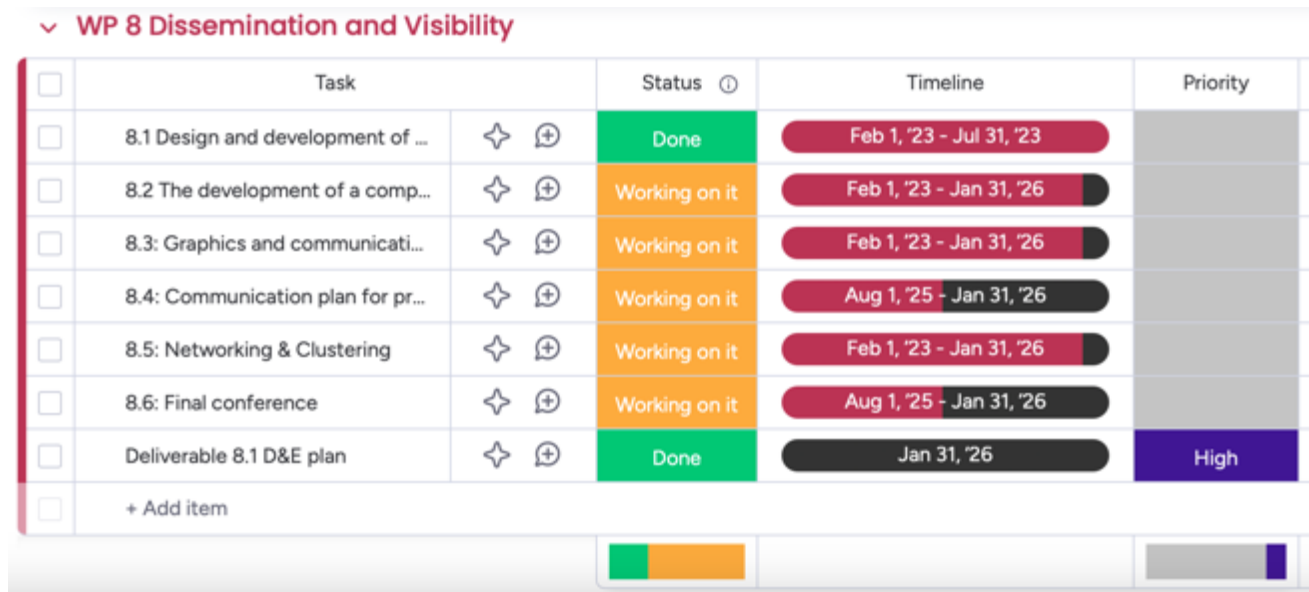


Figure 15 WP 8 Task and Deliverable Status

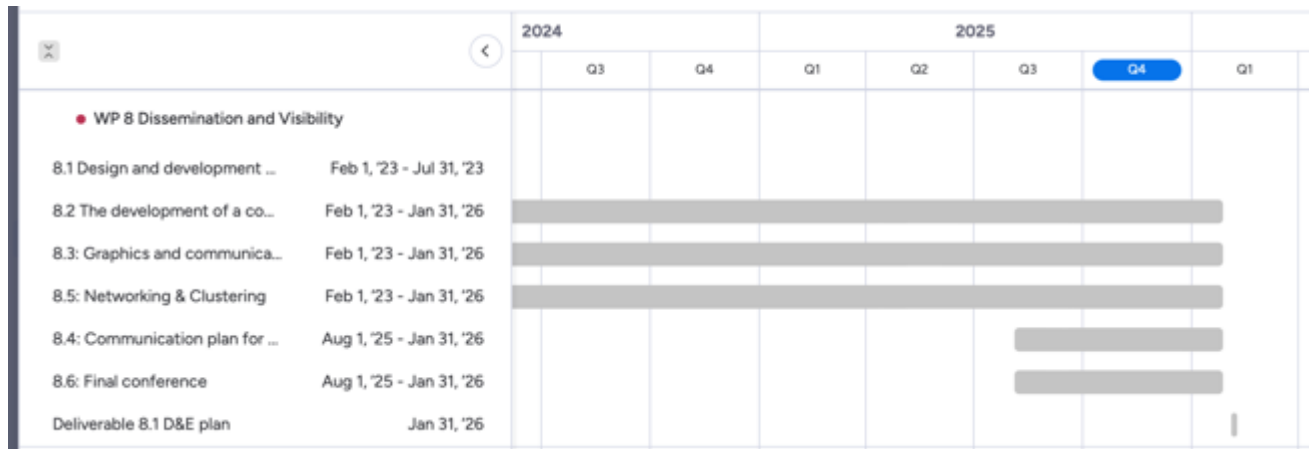


Figure 16 WP 8 GANTT Chart

9. Work Package 9 Project Management WP Leader – Alzahrawy Society

WP9 Project Management

Task	Status	Timeline	Priority
9.1 Consortium operating proce...	Working on it	Feb 1, '23 - Jan 31, '26	
9.2 Project coordination and da...	Working on it	Feb 1, '23 - Jan 31, '26	
9.3 Consortium meetings	Working on it	Feb 1, '23 - Jan 31, '26	
9.4 Data management	Working on it	Feb 6, '23 - Jan 31, '26	
9.5: Project risk management	Working on it	Feb 1, '23 - Jan 31, '26	
Deliverable 9.1 Project manage...	Done	Mar 31, '23	High
Deliverable 9.2 Project Handbo...	Done	Apr 30, '23	High
Deliverable 9.3 Consortium mee...	Working on it	Jan 31, '26	High
Deliverable 9.4 DMP	Done	May 31, '23	High
Deliverable 9.5 Updated Project...	Done	Sep 30, '24	High
Deliverable 9.6 Final Project Plan	Done	-	High
+ Add item			

Figure 17 WP 9 Task and Deliverable Status

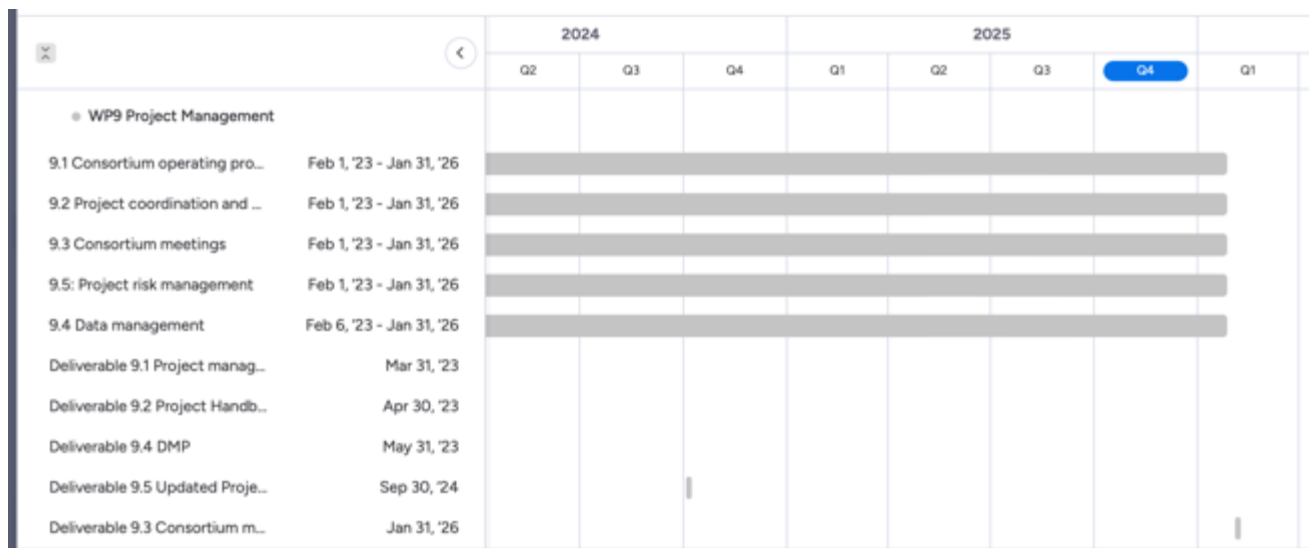


Figure 18 WP 9 GANTT Chart

Conclusion

The REGACE project's management approach has proven robust in steering a diverse consortium towards its goals, balancing effective coordination with the flexibility required for complex innovation. Leveraging both regular structured meetings and an online project collaboration platform, the management team has ensured information transparency, timely task delivery, and alignment across all work packages and stakeholders. This adaptive approach has enabled the consortium to meet its administrative, financial, and quality standards, even under evolving project conditions.

Throughout the project, regular revision cycles and open communication channels supported risk mitigation and problem-solving, fostering a culture of shared ownership and accountability. The systematic planning and monitoring processes, ranging from Gantt chart tracking to milestone reviews, helped maintain clear priorities and deadlines. Even as challenges emerged, such as coordinating between multiple sites or adapting to unexpected changes, the management team and partners demonstrated agility and strong commitment to project objectives.

Looking ahead, several lessons stand out: prioritizing essential over excessive reporting, maintaining a streamlined schedule for meetings, and emphasizing partner participation at key decision points. These lessons have not only benefited the project's progress but can inform future efforts within the consortium or similar research collaborations.

The project's collaborative tools and procedures are well-positioned for ongoing sustainability, offering a solid foundation for transitioning to future initiatives and ensuring knowledge transfer within and beyond the partnership. As the REGACE project nears completion, this management plan serves as a practical guide and record for best practices, continuous improvement, and impactful innovation in multi-partner projects.