MOJITO - DECARBONIZED LIME PRODUCTION THROUGH ENHANCED JOINT DIELECTRIC HEATING AND WASTE CARBONACEOUS MATERIAL ADDITION

HORIZON-EIC-2024-PATHFINDERCHALLENGES-01-02 - GRANT AGREEMENT NUMBER: 101221957

Deliverable D1.1:

Project Management Plan

Dissemination Level		
PU	Public	
SEN	Sensitive, limited under the conditions of the Grant Agreement	x

Document Type		
R	Document, report (excluding the periodic and final reports)	x
DEM	Demonstrator, pilot, prototype, plan designs	
DEC	Websites, patents filing, press & media actions, videos, etc.	
DATA	Data sets, microdata, etc.	
DMP	Data management plan	
ETHICS	Deliverables related to ethics issues.	
SECURITY	Deliverables related to security issues	
OTHER	Software, technical diagram, algorithms, models, etc.	

Due Date: *31/12/2025* (Month *3*)
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Deliverable Lead Partner: *UNIBO*

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General Information

GA Number: 101221957
Start date of project: 01/10/2025
Project Duration: 3 years
Project website: https://www.mojito-project.eu/

MOJITO consortium

Short	Beneficiary	Role
UNIBO	Alma Mater Studiorum – Università di Bologna	CO
FRA	Fraunhofer UMSICHT	BEN

CO…Coordinator, BEN…Beneficiary, AP…Associated Partner

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Executive Summary

This document is a comprehensive management guide of the MOJITO consortium containing the latest version of the Gantt chart and Work Breakdown Structure (WBS) as well as scheduling of tasks and responsible partners, related deliverables and dependencies. The Quality Standards, internal procedures for producing reports and deliverables as well as risks are also detailed in the plan. D1.1 is a 'living document' that represents for all partners a reference for the internal management of the project therefore it will be constantly updated at any time when necessary. New versions may be internally released in order to ensure alignment and coherence at consortium level. Updated versions of this document will be submitted via the EC portal at M12 and M24.

1 Introduction

The MOJITO kick-off meeting organised in Ravenna, Italy (15 October 2025) was the first occasion for the project partners to discuss the planning of activities in each WP in order to guarantee an efficient and smooth running of activities. One of the aspects presented and discussed was the internal organisation of the consortium, including operational and reporting processes, communication protocols, and formation about standards, technical quality control, procedures for risk monitoring, decision-making, etc.
The following chapters summarise in part the management aspects discussed during the kick off as well as the structure of the work plan.

2 Project organisation, roles and responsibilities

The management structure of MOJITO is designed to provide a professional management that can mediate efficiently between commercial interests, public and private sector cultures. The management structure has four purposes: to ensure the involvement of all contractors in management decision-making; to provide a streamlined and efficient decision structure; to provide a management and administration that will keep the project performing to time, quality and budget; and to provide a mechanism for the prevention of conflict and dispute resolution.

2.1 Project coordination

The coordinating institution is **ALMA MATER STUDIORUM - UNIVERSITA DI BOLOGNA (UNIBO)** and the Project coordinator is **Diego Marazza**. The responsibilities of the project coordinator are set out in the Grant Agreement (Art. 7) and the Consortium Agreement (Art 6):
Main tasks:

(i) monitor that the action is implemented properly (see Article 11);
(ii) act as the intermediary for all communications between the consortium and the granting authority, unless the Agreement or granting authority specifies otherwise, and in particular:
- request and review any documents or information required and verify their quality;
- and completeness before passing them on to the granting authority;
- submit the deliverables and reports to the granting authority;
- inform the granting authority about the payments made to the other beneficiaries;
- report on the distribution of payments;

(iii) distribute the payments received from the granting authority to the other beneficiaries.

2.2 General Assembly

The General Assembly is the **ultimate decision-making body of the Consortium**. The General Assembly is composed of **one representative of each partner** and chaired by the coordinator. Each member has one vote.
The General Assembly shall not deliberate and decide validly in meetings unless both of its Members are present or represented (quorum). The decision-making at the meetings will be based on unanimity.
The decisions to be taken by the General Assembly are listed in Section 6.3.7 of the Consortium Agreement.
The General Assembly will meet at least twice a year or at any time upon written request of any Member.
A tentative schedule of the project meeting (including GA meetings and technical meetings when necessary) as discussed during the Kick-off meeting is shown in Table 1.

Table 1. Meeting list (meetings in red has to be decided).

	Meeting	Host institution	Country	Month	Date
1	Kick-off meeting	UNIBO	Italy	1	Oct 2025
2	Technical Meeting	FRA	Germany	6	Apr 2026
3	Consortium Meeting + Technical Meeting	UNIBO	Italy	12	Oct 2026
4	Technical Meeting	FRA	Germany	18	Apr 2025
5	Consortium Meeting + Technical Meeting	UNIBO	Italy	24	Oct 2027
6	Technical Meeting	FRA	Germany	30	Apr 2028
7	Final Consortium Meeting	UNIBO	Italy	36	Sep 2028

Members of the General Assembly

The current list of the General Assembly members is shown in Table 2. Any modifications must be communicated to the project coordinator and project.

Table 2. General Assembly members.

No.	Institution Short name	General Assembly Member	Email
1	UNIBO	Diego Marazza	diego.marazza@unibo.it
2	FRA	Martin Meiller	martin.meiller@umsicht.fraunhofer.de

2.3 Work Package Leaders

WP leaders will coordinate the work and oversee the execution and progress of the Tasks within each WP; they are also responsible for the quality check of outputs.
The current list of the WP leaders is shown in Table 3. Any modifications must be communicated to the project coordinator and project manager.

Table 3. WP leaders.

WP	WP leader	Email
WP1 Management, Coordination and Risk Management	UNIBO Diego Marazza	diego.marazza@unibo.it
WP2 Analysis of input materials, products and gathering of relevant process data	UNIBO Antonio Primante	antonio.primante3@unibo.it
WP3 Pilot plant purchase, commissioning and operation	FRA Martin Meiller	martin.meiller@umsicht.fraunhofer.de
WP4 Computational science	UNIBO Clelia Maria Righi	clelia.righi@unibo.it
WP5 Exploitation, Communication and Dissemination	UNIBO Alessia Alcantarini	alessia.alcantarini2@unibo.it
WP6 Portfolio activities	UNIBO Diego Marazza	diego.marazza@unibo.it

2.4 Other key roles

Project Manager – Giulia Tartaglione (UNIBO), giulia.tartaglione@unibo.it
The Project manager assists the coordinator in the day-by-day management of the GA, supports the coordinator with the collection of reports and deliverables, assists the coordinator in the financial management of the project, collects and verifies the financial statements from the partners, supports partners with the preparation of financial reports, administrative and legal issues, supports the organization, preparation and follow up of periodical meetings, support the partners with reference to procedures requested by PO.

3 Project Work Plan

The MOJITO work plan consists of 6 work packages (WPs).
Each WP is led by a partner with the relevant competences needed to assure the best chances of success. The interrelation between the WPs, with the indication of the WPs' leaders, is illustrated in Figure 1.

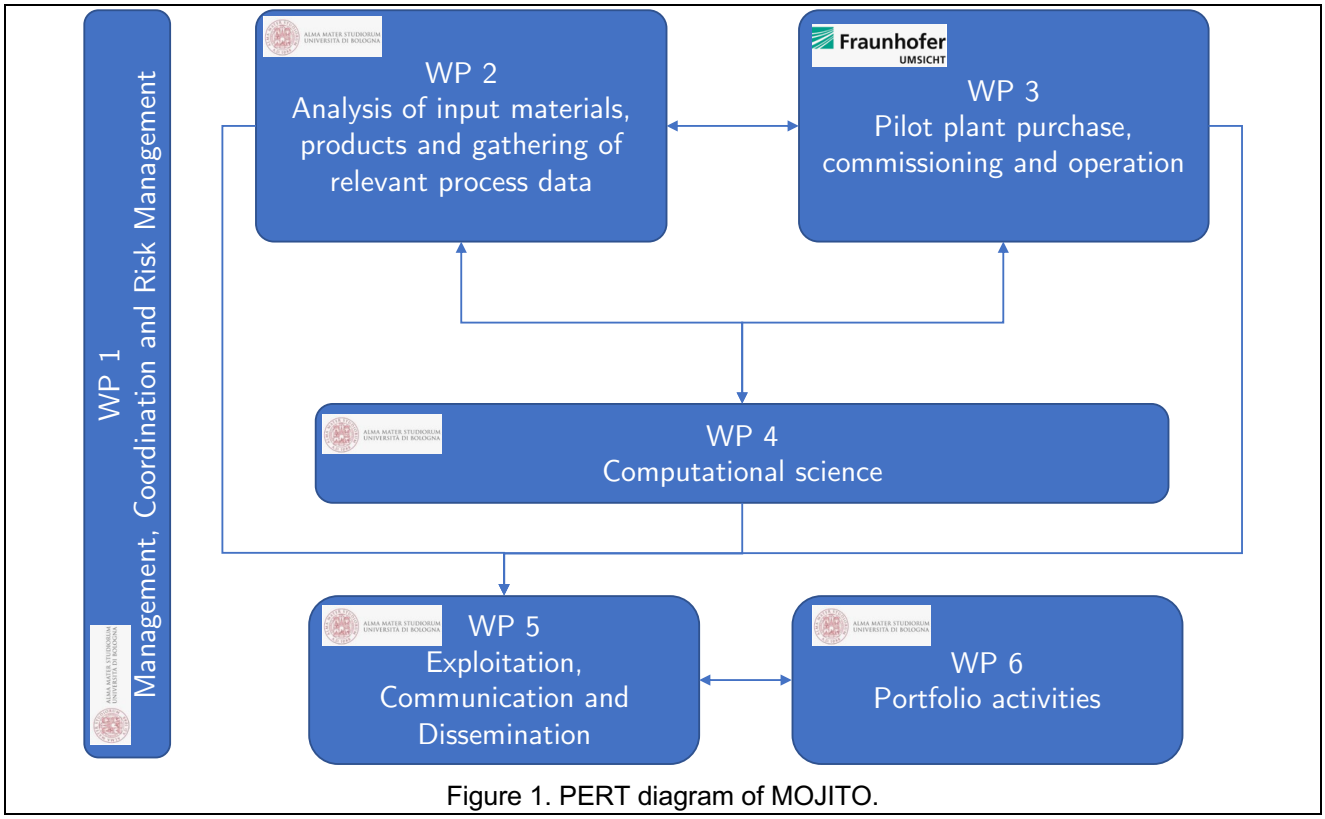

Figure 1. PERT diagram of MOJITO.

3.1 Project GANTT Chart and WBS

The GANTT Chart of the project including the list of tasks, their length, Milestones and Deliverables is shown in Figure 2.

WP/Task	Year 1												Year 2												Year 3											
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36
WP 1. Management, Coordination and Risk Management																																				
T 1.1 Scientific, financial and administrative project Management			D1.1								D1.3	D1.4																							D1.5	
T 1.2. Internal communication (intranet), Communication with the EC																																				
T 1.3. Data management						D1.2																														
T 1.4. Quality and risk control and ethical compliance																																				
WP 2. Analysis of input materials, products and gathering of relevant process data																																				
T 2.1. Feedstock supply						M1																														
T 2.2. Chemical and physical analysis of input materials												D2.1																								
T 2.3. Feedstock pretreatment, pre-calcination mixture preparation and characterization																																				
T 2.4. Characterization of material produced in rotary kiln calcination test																																				
T 2.5. Performance Measurements																																				D2.2
WP 3. Pilot plant purchase, commissioning and operation																																				
T 3.1. Electric/MW rotary kiln choice, purchase and commissioning																		M2 D3.1																		
T 3.2. First set of test mixture calcination in E/MW rotary kiln																																				
T 3.3. Second set of test calcination of mixtures in the rotary kiln																																				D3.2
T 3.4. COMSOL model																																				D3.3
WP 4. Computational science																																				
T 4.1. First-principles prediction of the activation energies and reaction paths of the calcination process						D4.1																														
T 4.2. Modelling microwave adsorption in PCMs																		D4.2																		
T 4.3. MLFFs development																		M3 D4.3																		
T 4.4. MD simulations of the calcination process in vacuum																														D4.4						
WP 5. Exploitation, Communication and Dissemination																																				
T 5.1. Plan for dissemination and exploitation including communication activities				D5.1																																
T 5.2. Communication activities				M4		D5.2																														D5.3
T 5.3. Dissemination of project results																																				
T 5.4. Exploitation Plan and strategic actions																																				
WP 6. Portfolio activities																																				
T 6.1. Portfolio management and project governance						D6.1																														D6.2
T 6.2. Cross-catalyse innovation within the portfolio and address shared challenges																																				
T 6.3. Stimulate innovation opportunities/actions																																				
T 6.4. Implementation of portfolio dissemination and exploitation activities																																				
T 6.5. Assessment of the competitiveness of the proposed technologies for different applications																																				

Figure 2. MOJITO GANTT chart.

3.2 Deliverables and responsible partners

The list of project deliverables, their timing and Lead partners is shown below. As mentioned in Section 4.1 of this report, an internal reviewer will be appointed when necessary for the final check of deliverables before submission. The table below is uploaded in the Member SharePoint WP1 folder.

Table 4. List of Deliverables.

WP	Deliverable No.	Deliverable Name	Lead Beneficiary	Type	Dissemination Level	Due Month
WP1	D1.1	Project management plan	UNIBO	R	PU	M3
WP1	D1.2	Data management plan	UNIBO	DMP	PU	M6
WP1	D1.3	Risk control and ethical compliance	UNIBO	R	SEN	M6
WP1	D1.4	Report on early-career researchers	UNIBO	R	PU	M12
WP1	D1.5	RP1 Technical/scientific review meeting documents	UNIBO	R	SEN	M13
WP1	D1.6	RP2 Technical/scientific review meeting documents	UNIBO	R	SEN	M36
WP1	D1.7	Final report on Project Management	UNIBO	R	PU	M36
WP1	D1.8	RP2 update of the Data Management Plan	UNIBO	DMP	PU	M36
WP1	D1.9	Final Report on risk control	UNIBO	R	SEN	M36
WP2	D2.1	Report on feedstock supply	Fraunhofer	R	PU	M6
WP2	D2.2	Report on input characterisation	Fraunhofer	R	PU	M12
WP2	D2.3	Feedstock pre-calcination mixture characterization	UNIBO	R	SEN	M32
WP2	D2.4	Calcinated material characterisation	UNIBO	R	SEN	M32
WP2	D2.5	Report on the calcined products	UNIBO	R	SEN	M36
WP3	D3.1	Report on commissioning of the rotary kiln	Fraunhofer	DEM	SEN	M18
WP3	D3.2	Report on first rotary kiln test	UNIBO	R	SEN	M28
WP3	D3.3	Report on second rotary kiln test	UNIBO	R	SEN	M36
WP3	D3.4	Report on COMSOL model	UNIBO	R	SEN	M36
WP4	D4.1	Report on first principles	UNIBO	R	PU	M6
WP4	D4.2	Report on accurate MLFF in the calcination process	UNIBO	R	PU	M18
WP4	D4.3	Report on the calculations of low frequency absorption spectra	UNIBO	R	PU	M18
WP4	D4.4	Final report on the simulation of the calcination process	UNIBO	R	PU	M30
WP5	D5.1	Website, project logo and social media	UNIBO	R	PU	M2
WP5	D5.2	Plan for Dissemination and Communication Activities	UNIBO	R	PU	M6
WP5	D5.3	Plan for Exploitation Activities	Fraunhofer	R	SEN	M6
WP5	D5.4	Final version of the Plan for Dissemination and Communication Activities	UNIBO	R	PU	M36
WP5	D5.5	Final version of the Plan for Exploitation Activities	Fraunhofer	R	SEN	M36
WP6	D6.1	Contribution to the Portfolio Strategic Plan	UNIBO	R	SEN	M9
WP6	D6.2	1. Report on portfolio activities	UNIBO	R	SEN	M12
WP6	D6.3	2. Report on portfolio activities	UNIBO	R	SEN	M24
WP6	D6.4	3. Report on portfolio activities	UNIBO	R	SEN	M36

The planning of deliverables and lead partners are illustrated in Figure 3.

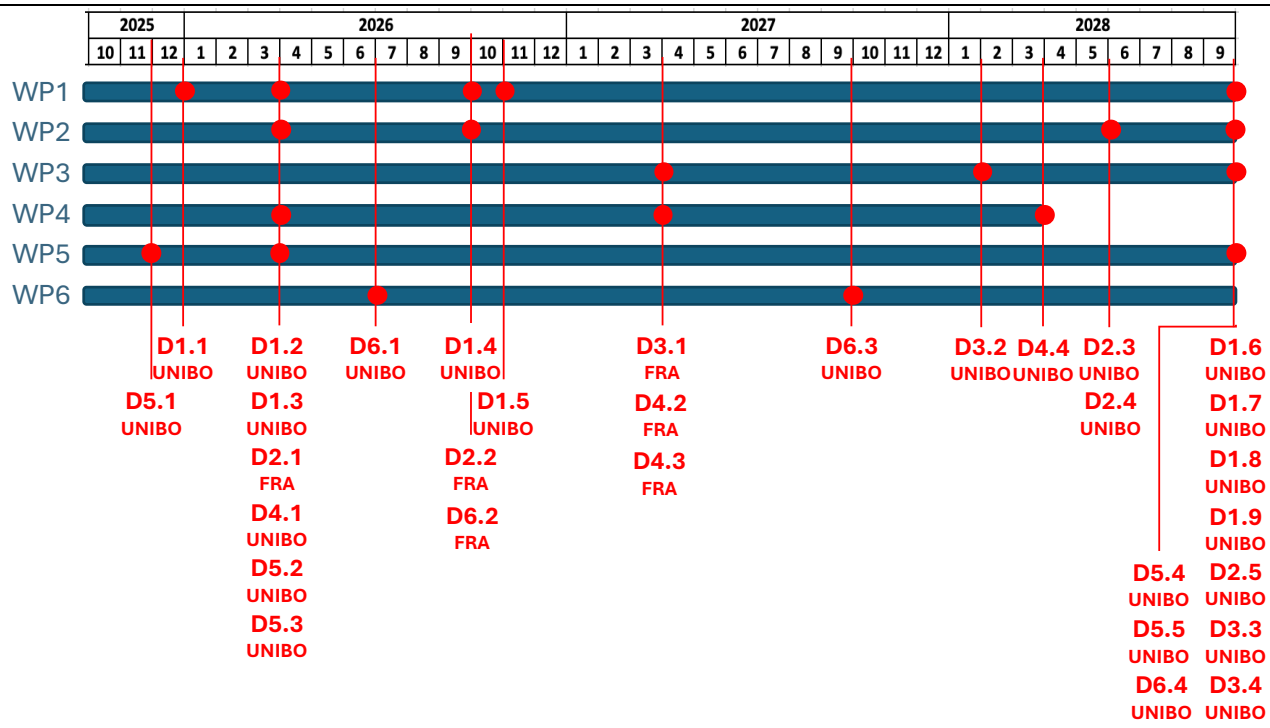

Figure 3. Planning of Deliverables.

3.3 Dependencies

Table 5 summarises the dependencies of WPs and Tasks.

Table 5. Dependencies of WPs and Tasks.

WP/Task	Dependent on	Month	Comment
WP 2. Analysis of input materials, products and gathering of relevant process data			
T 2.1. Feedstock supply			
T 2.2. Chemical and physical analysis of input materials	T2.1	M3	Feedstock available
T 2.3. Feedstock pretreatment, pre-calcination mixture preparation and characterization	T2.1 T2.2	M3 M7	Feedstock available Chemical and physical analysis of input materials done
T 2.4. Characterization of material produced in rotary kiln calcination test	T3.1	M18	First round rotary kiln calcination started
T 2.5. Performance Measurements	T3.2	M18 M28	First round rotary kiln calcination started Second round rotary kiln calcination started
WP 3. Pilot plant purchase, commissioning and operation			
T 3.1. Electric/MW rotary kiln choice, purchase and commissioning			
T 3.2. First set of test mixture calcination in E/MW rotary kiln	T3.1	M18	Rotary kiln commissioned
T 3.3. Second set of test calcination of mixtures in the rotary kiln	T3.2	M28	First round rotary kiln calcination ended
T 3.4. COMSOL model	T3.1	M12	Rotary kiln designed
WP 4. Computational science			
T 4.1. First-principles prediction of the activation energies and reaction paths of the calcination process			
T 4.2. Modelling microwave adsorption in PCMs	T4.1	M6	First-principles predictions done
T 4.3. MLFFs development	T4.1	M6	First-principles predictions done
T 4.4. MD simulations of the calcination process in vacuum	T4.2 T4.3	M18 M18	Modelling microwave adsorption in PCMs done MLFFs development done

4 Deliverables and Reports – procedures for preparation and submission

4.1 Procedures for the preparation and submission of deliverables

Table 6 illustrates the process for the preparation of deliverables, the internal review procedures that was proposed during the Kick off meeting and the calendar of revisions that is completed with the submission of the final version according to the deadlines set out in the GA DoA Annex 1 Part A.

Table 6. Procedures for the preparation and submission of deliverables

WHO	WHAT	WHEN
Deliverable leader (DL)	Sends a draft deliverable to the partners involved, with compilation instructions	5 weeks before the delivery date
Partners involved	Send their contribution to the deliverable leader	4 weeks before the delivery date
Deliverable leader	Sends back a second draft of the deliverable to all the partners and to the reviewer(s) involved for a final check and final inputs	3 weeks before the delivery date
Involved partners	Send to the Deliverable leader their comments	2 weeks before the delivery date
DL and Internal reviewer	Final check before submission. Send the final version to UNIBO	1 week before the delivery day
UNIBO	Submits deliverable via the participant portal	Within the deadline

4.2 Procedures for the preparation and submission of periodic reports

The project is divided in two reporting periods as per GA. The schedule of reporting periods is the following:

RP1: months 1 - 12 (October 2025 - September 2026) + submission 60 days (November 2026)
RP2: months 12 - 36 (October 2026 - September 2028) + submission 60 days (November 2028)

The project report includes a scientific/technical part. The scientific/technical information will be collected from all partners/WP leaders by the Coordinator before the submission deadline using standard templates.
Table 7 illustrates the process for the preparation of reports, the internal review procedures and the calendar of revisions that is completed with the submission of the final version.

Table 7. Procedures for the preparation and submission of reports.

WHO	WHAT	WHEN
UNIBO	Circulates the template for technical reporting available on the EC participant portal	At least 15 days before the end of the reporting period
WP leaders	Collect all contributions from partners based on the Report template	End of reporting period + 14 days
WP leaders	Transmit to UNIBO the section of the Report related to their WP	End of reporting period + 21 days
UNIBO	Send the Report back to the partners for further integration/modification	End of reporting period + 28 days

UNIBO	Collect the final inputs from partners and draft the final version of the Report	End of reporting period + 35 days
UNIBO	Sends Reports to the EC	**Within the deadline (+60 days)**

4.3 Continuous reporting

The consortium is also required to report on a series of transversal aspects concerning the project against which the progress and success of the project will be evaluated. These aspects are included in the Continuous reporting module on the Funding & tender opportunities portal of the European commission: https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/myarea/projects

4.4 Project reviews

The reviews represent the key moment of the project when the progress, quality of results, future plans and overall success of the project are assessed by EISMEA with the help of independent experts (monitors). All periodic reports and deliverables submitted will be checked and evaluated by EISMEA officer and independent experts.
The presence of the project coordinator, project manager and WP leaders is required during the review meetings. Any other project members of the project could attend upon request.
The tentative schedule and venues of project reviews is shown in Figure 4.

Project Reviews

Grant Preparation (Reviews screen) — Enter the info.

Review No	Timing (month)	Location	Comments
RV1	14	To be confirmed	End of 1st reporting period review meeting
RV2	37	To be confirmed	End of 2nd reporting period review meeting

Figure 4. Tentative schedule of project reviews (from GA).

4.5 Reporting periods, review meetings and project meeting overview

Figure 5 shows the planning of Consortium meetings, periodic reports, and review meetings.

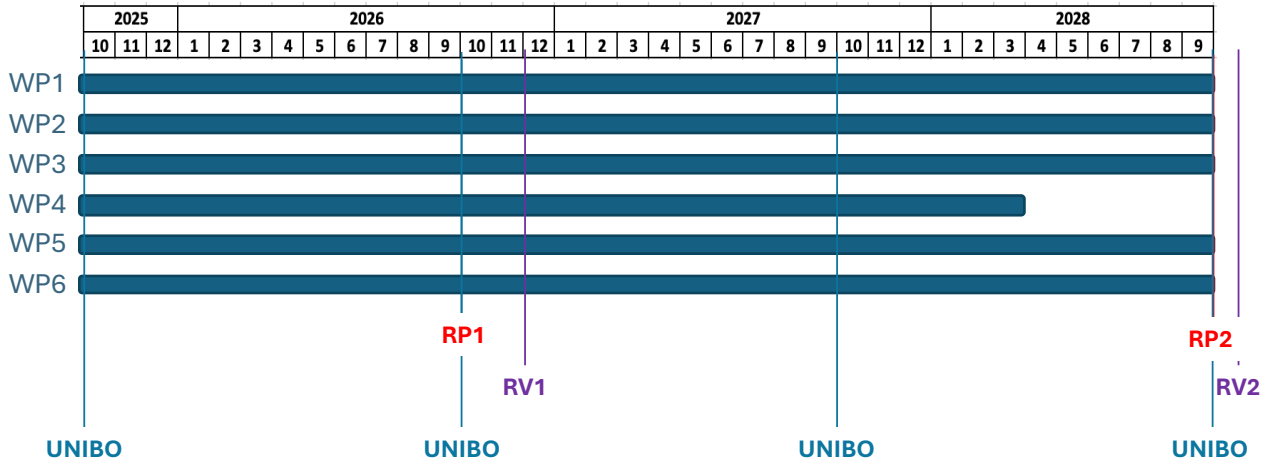

Figure 5. Planning of Consortium meetings, periodic reports, and review meetings.

4.6 Reporting and Payments Overview

The figure below shows an overview of the reporting process from the end of the reporting period until the payment of the funding.

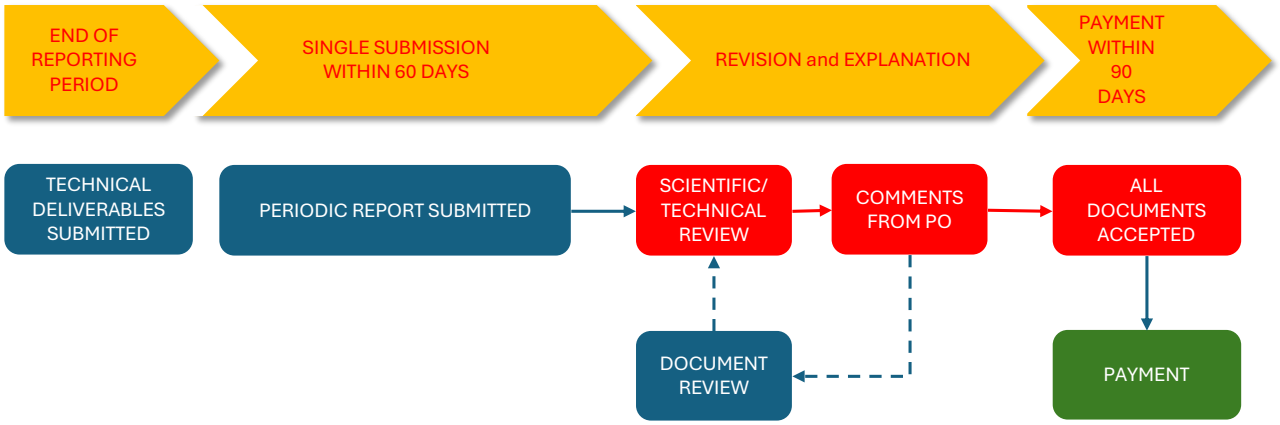

Figure 6. Reporting and payments overview.

5 Risk management

Risk is defined as the combination of the probability of an event negatively affecting any project activity and its consequences. Risks are intrinsic to any project and shall therefore be identified, controlled and neutralized since the very early stages of a project.
Management is a systematic process aiming to identify, assess, manage, monitor and report on risks, through the following actions:

- adopt risk criteria regarding events that could occur and may impact the project's scope, schedule, budget and performance;
- identify, analyse, and evaluate risk in order to optimize the contingency measures;
- develop and implement strategies to effectively prevent, contain, and eliminate obstacles to the project success;
- track, review and report on risk evolution to re-define strategies and priorities, and improve management process.

5.1 Risk management plan

Every partner institution has the responsibility for managing risks within their own activities. Given the managing structure of MOJITO, the key persons responsible for a timely communication to the coordinator are the **Risk Owners (ROs)** identified in the table following this paragraph. The ROs will form the **MOJITO Risk Management Board**.
The risk management procedure will take the following steps:

- all ROs survey monthly the tasks they are assigned to in each WP to identify new risks or foreseen risks that have happened or may happen;
- In case of new risk or foreseen risk happening ROs immediately fill a risk report (and send it to the coordinator;
- the coordinator collects all ROs reports and informs the General Assembly about the status of risks. The General Assembly sets up a risk mitigation strategy or decides to apply the mitigation strategy if already foreseen;
- the risk log will be continuously updated by the ROs in each WP, allowing the coordinator to track the risk evolution towards its final conclusion;
- a short risk assessment session will be organized within project Consortium and technical meetings.

Table 8. Risk management board members.

Risk management board members Contact name and e-mail of ROs	Partner
Antonio Primante antonio.primante3@unibo.it	UNIBO
Martin Meiller martin.meiller@umsicht.fraunhofer.de	FRA

5.2 Identified risks

At the moment, the identified risks are listed in Table 9, as described in the DoA – Part A table List of critical risks.

Table 9. Identified risks.

No.	Description	WP	Proposed Mitigation Measures
1	MW not effective in heating up the selected materials	3	Changing geometry (change direction and configuration of the waveguides); lower the material throughput.
2	Flowability characteristics of powders leads to problems with material inlet and dust formation	3	Evaluating different particle sizes and searching for an optimum regarding process optimization and material handling
3	Excess of impurities in the lime preventing expected applications	3	Finding a balance over process performance and PCM share.
4	CO2 capture system not efficient, leading to a recarbonation rate higher than expected	3	Faster cooling system and/or fluxing with inert gas
5	Break-up of the inner (quartz) tube of the kiln	3	Acquire a spare tube since the beginning
6	Uncertainties bound to hotspots and heat runaways leading to poor uniformity of the output	3	IR camera to detect the phenomenon. The homogeneities of the microwave field and the feedstock/absorber blends in the reactor need to be improved to avoid hotspots
7	Variability in susceptor properties	2-3	The source of the carbonaceous material can be very wide (carbonaceous agro-industrial residues from secondary biomass resources and waste resources such as pitch tars and spent activated carbons). Up to 20 different materials will be tested in WP2 and WP3.
8	Uncontrolled temperature rise (thermal runaway) due to the continuous increase of the microwave absorption with the temperature via the positive feed-back through the dielectric loss	3	Ensure the material has uniform dielectric properties, leverage on the hybrid configuration with allows for a more gradual increase of MW power, and implement real-time temperature monitoring with feedback control

6 Conflict resolution

Conflicts will be resolved by a procedure detailed in the Consortium Agreement (Art. 11.8 Settlement of disputes). The partners shall endeavour to settle amicably any dispute, controversy or claim arising under, out of, or relating to this Agreement and any subsequent amendments of this Agreement, including, without limitation, its formation, validity, binding effect, interpretation, performance, breach or termination, as well as non-contractual claims.
Potential conflicts should be brought to the immediate attention of the Project Coordinator by the WP leaders or partners concerned. The Project Coordinator will attempt to resolve this by discussion or by calling an ad hoc meeting. If that fails, the Project Coordinator will seek a decision by majority vote of the General Assembly. As a last resort, if any such dispute, controversy or claim has not been settled amicably within 90 days, the courts of Brussels shall have exclusive jurisdiction (Art. 11.8 of the CA).

7 Internal and external communication

7.1 Project members area, templates

All project partners have access to the **Member Area**, the reserved repository for partners that will be used to share all the documents related to the project. The repository is handled by UNIBO using Microsoft SharePoint and will be available for the project partners during the lifetime of the project and beyond.

The member area is organised in different folders, and it allows partners to store, quickly find and work collaboratively on project documents, keep track of revisions and different versions released. It also includes a dedicated folder where the standard **project templates** are stored (templates for deliverable, technical reports, financial reports, risk report, agendas, minutes, presentations etc.). The templates include indications and instructions on how each template should be used and filled out, including versioning, history of changes, formats etc.

7.2 Dissemination and communication requirements

7.2.1 Dissemination of project results and confidentiality

The Consortium Agreement signed by ahe partners foresees in Art 8.3 the procedures and rules for the dissemination of own results, dissemination of another partner's unpublished results or background as well as cooperation obligations.
Moreover, the Consortium Agreement includes specific rules and procedures regarding the use of confidential information by partners (CA Section 10 Non-disclosure of information).

7.2.2 Acknowledgement of funding and disclaimers

Communication activities of the beneficiaries related to the action (including media relations, conferences, seminars, information material, such as brochures, leaflets, posters, presentations, etc., in electronic form, via traditional or social media, etc.), dissemination activities and any infrastructure, equipment, vehicles, supplies or major result funded by the grant must acknowledge EU support and display the European flag (emblem) and funding statement (translated into local languages, where appropriate). The EU logos to be used are illustrated in Art 17.3 of the GA and they are also stored in the Members Area WP6 folder > Logos.
Any communication or dissemination activity related to the action must use factually accurate information. Moreover, it must indicate the following disclaimer (translated into local languages where appropriate):
"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 EISMEA. Neither the European Union nor the granting authority can be held responsible for them."

8 Conclusions

The general principle of implementation of the project is that each partner undertakes to take part in the efficient implementation, and to cooperate, perform and fulfil, promptly and on time, all of its obligations under the Grant Agreement in a manner of good faith. This document is a guide providing all partners with a common and agreed framework of rules, procedure and tools that guarantee a smooth and collaborative implementation of the project.