Work Package No	Deliverable Related No	Deliverable No	Deliverable Name	Description	Lead Beneficiary	Country	Due Date	Delivery Date
WP1	D1.4	D4	Data Management Plan	The data management plan report will describe the policy and procedure as well as practical operations for the management of Cardea Data. It will include: • Guiding principles for data management in Cardea • Legal framework as governed by GDPR • Data summary • Data handling (including open data transfer, FAIR data principles) • Ethics and data security Where necessary (due to changes), the Data Management Plan will be updated throughout the project and major updates reported to the Project Officer.	UCC	Ireland	30 Nov 2022	29 Jul 2022 ✅
WP1	D1.1	D1	Project Management Plan (Initial)	Project management plan with roadmap and implementation plan for all aspects of project: to include the following subsidiary plans • Scope statement • Organisational structures (including governance and specialisation groups) • Work plan and timelines (including meeting schedule) • Monitoring and control plan • Change management plan • Risk Management plan • Stakeholder management plan • Sustainability plan (future planning) • Governance Committee reports and activities	UCC	Ireland	31 May 2023	✅
WP2	D2.1	D5	Initial methodology playbook	Initial methodology playbook outlining experiential methodologies for Cardea research. The report will detail the validated research methodology for all Cardea research activities to include	UCC	Ireland	31 May 2023	✅

Work Package No	Deliverable Related No	Deliverable No	Deliverable Name	Description	Lead Beneficiary	Country	Due Date	Delivery Date
				the questionnaires, interview schedules, data analysis plan, literature review, research questions				
WP3	D3.2	D11	Community of Practice - report 1	The community of practice is the structure that allows managers of research managers to collaborate, consult with each other's and promote effective management and governance of research manager careers across Europe. This report will detail the initial Community of practice plan for managers of research managers. It will include CoP/Hub work plan CoP/Hub Charter, organisation and strategy, CoP Hub activities (including case studies, fact sheets) Note that this work will be closely integrated with ERAHUb	UNIPU	Croatia	31 May 2023	✅
WP3	D3.4	D13	Cardea Hub Plan	This report will detail the plan for collaborative activities for Research Managers that will be integrated into the Cardea Hub. The Hub plan will report on the establishment of the Cardea Academy (learning space for research managers), it will include detail of plans for when, where, what of the events that the academy will deliver	UNIPU	Croatia	31 May 2023	✅
WP4	D4.3	D17	Consortium mobility and collaboration report - plan of activities	Report on the intra-Cardea mobility and networking feeding into the advocacy and influencing WP8. This initial report will detail the plan of activities within and between the Cardea partners in the space of mobility, networking and collaboration. To include detailed plans for: • 8 study visits (international) • 14 public private fact finding visits • 38 meetings of Science funding	CERCA	Spain	31 May 2023	✅

Work Package No	Deliverable Related No	Deliverable No	Deliverable Name	Description	Lead Beneficiary	Country	Due Date	Delivery Date
				• Exploration of opportunities for teaming and twinning with EU projects • Exploration of intra-Cardea collaborative learning through trainings/seminars				
WP5	D5.1	D20	Equality, Diversity and Inclusion - Strategy Plan	Initial plan outlining current understanding, plan for development of tools and information for all dimensions of equality, diversity and inclusion relevant to research managers. To include plans for • Data driven RM EDI profiles (national, institutional) • Policy recommendations • Fact sheets • Template (checklist) to support local EDI development activities • Transition support programme • Pilot coaching and mentoring programme • EDI awareness training modules	IFJ PAN	Poland	31 May 2023	✅
WP7	D7.1	D27	Training Catalogue - Initial suite	Report detailing the existing training ecosystem for research managers, integrating courses, modules and trainings that exist already and/or are in development.	UNIMC	Italy	31 May 2023	✅
WP9	D9.1	D37	Initial Communication Plan: Strategy and Activities	The initial plan will lay out the communication plan for all Cardea activities. It will be integrated with the other project management plans in WP1 but is distinct in that it details all the opportunities for engagement and exploitation of the project activities. Specifically, the Communication Plan: Strategy and Activities will include sections on - Goals and objectives - Target audiences - Scientific publications - Capacity building (including human capital expertise - Metrics and KPIS for exploitation	ULIEGE	Belgium	31 May 2023	✅

Work Package No	Deliverable Related No	Deliverable No	Deliverable Name	Description	Lead Beneficiary	Country	Due Date	Delivery Date
				- Website - Learning environment - Fact sheets - Training offerings - Presentations by Cardea members - Workshops - Social media activities - Press coverage - Newsletters - Peer reviewed publications				
WP1	D1.2	D2	Project Management Plan (update)	The initial Project Management will be updated to reflect the development of the project operational aspects and to provide an initial plan for the project sustainability. Project management plan with roadmap and implementation plan for all aspects of project: to include the following subsidiary plans • Scope statement • Organisational structures (including governance and specialisation groups) • Work plan and timelines (including meeting schedule) • Monitoring and control plan • Change management plan • Risk Management plan • Stakeholder management plan • Sustainability plan (future planning) • Governance Committee reports and activities	UCC	Ireland	30 Nov 2024	✅

Work Package No	Deliverable Related No	Deliverable No	Deliverable Name	Description	Lead Beneficiary	Country	Due Date	Delivery Date
WP2	D2.2	D6	Updated methodology playbook	The updated methodology playbook will build on the initial report by refining any chanced to experiential methodologies for Cardea research. The report will detail the validated research methodology for all Cardea research activities to include the questionnaires, interview schedules, data analysis plan, literature review, research questions. It will also contain cross references to location and accessibility of raw data.	UCC	Ireland	30 Nov 2024	✅
WP2	D2.4	D8	Initial Cardea Toolkit report	Cardea will produce a number of guides/frameworks. Taken together these will become the Cardea toolkit and will include: • Research report on data analysis outputs and conclusions • Analysis of gap between current provision and RM needs • Capability Maturity Model • Knowledge, Skills, Abilities – self assessment tool • Training Needs Analysis – guided assessment tool (individual and organisational levels) • Professional Development Plan for Research Managers – template • Research Manager Competency Model (with specialised sub models for specific roles) The contents of each framework, tool, and template will be reported in the toolkit reports.	UCC	Ireland	30 Nov 2024	✅
WP3	D3.1	D10	Initial Research Manager Mapping Summary Report.	Summary report of Resource mapping of dedicated Research Manager Opportunities and Gaps Identified. This summary will report on the results of the mapping activities looking at all the policies Current Training	UNIPU	Croatia	30 Nov 2024	✅

Work Package No	Deliverable Related No	Deliverable No	Deliverable Name	Description	Lead Beneficiary	Country	Due Date	Delivery Date
				Mobility opportunities Funding opportunities and Networking opportunities that are available (or absent relative to other sectors of the research and innovation ecosystem). This will draw on the activities of EURAXESS through a Research Manager lens and identify gaps in the current offerings available to research managers.				
WP4	D4.1	D15	Research Managers Networking and Mobility - Initial Report	Initial report on the understanding of the state of play of Research Manager networking and mobility activities (results of mapping exercise) Report systematically detailing the networking and mobility patterns and activities of Research Managers based on data analysis from WP2. To also include report on usage statistics for international, inter-role and inter-sectional matchmaking and discussion forums from Hub activities in WP3.	AGAUR	Spain	30 Nov 2024	✅
WP4	D4.4	D18	Consortium mobility and collaboration report - interim report	Report on the intra-Cardea mobility and networking feeding into the advocacy and influencing WP8. This initial report will detail the activities to date within and between the Cardea partners in the space of mobility, networking and collaboration. To include updated plans for and reports on: • 8 study visits (international) • 14 public private fact-finding visits • 38 meetings of science funding • Exploration of opportunities for teaming and twinning with EU projects • Exploration of intra-Cardea collaborative learning through trainings/seminars	AGAUR	Spain	30 Nov 2024	✅

Work Package No	Deliverable Related No	Deliverable No	Deliverable Name	Description	Lead Beneficiary	Country	Due Date	Delivery Date
WP5	D5.2	D21	Equality, Diversity and Inclusion - Interim Report	Interim report outlining progress on current understanding, development of tools and information for all dimensions of equality, diversity and inclusion relevant to research managers. To include updates on • Data driven RM EDI profiles (national, institutional) • Policy recommendations • Fact sheets • Template (checklist) to support local EDI development activities • Transition support programme • Pilot coaching and mentoring programme • EDI awareness training modules	IFJ PAN	Poland	30 Nov 2024	✅
WP6	D6.1	D23	Widening Research Managers Careers Code of Conduct - draft	Draft Code of Conduct framework prepared for external consultation. Providing initial guidelines to support organisations in realising the requirement of the charter and preparing to sign concordant. This will complement the wider Commission work on a general Code of Conduct for Research Managers.	UPB	Romania	30 Nov 2024	✅
WP6	D6.3	D25	Widening Public-Private engagement - Initial Report	This report will detail the conversations and collaborations that have been completed between Higher Education Institutions and Private Industry to develop linkages, collaborations and opportunities to support research managers transitioning between sectors. To include: • MOUs • Reports on consultations • Case studies • Future opportunity identification • Report on the learning from the widening activities workshop, mentoring etc	UPB	Romania	30 Nov 2024	✅

Work Package No	Deliverable Related No	Deliverable No	Deliverable Name	Description	Lead Beneficiary	Country	Due Date	Delivery Date
				• Detailed plan for Innovation/ Transitions Summer School.				
WP7	D7.2	D28	Training Catalogue - Mid Term Update	Report updating the existing training ecosystem for research managers, integrating courses, modules and trainings that exist already or have been developed by month 30 in Cardea (and other accessible programmes).	UNIMC	Italy	30 Nov 2024	✅
WP7	D7.4	D30	Continuing Professional Development Model - Initial framework	This report details the initial model framework for a structured approach to characterization and delivery of bespoke Research Manager continuing professional development. It will integrate the outputs of the needs analysis (from WP2), networking (WP4), Hub learning (WP3) as well as deliver compatibility with the Skills Agenda for work (Action 5) and the ESCO European Skills, Competencies, Qualifications and Occupations nomenclature. The work will deliver a model to give clarity to the skills, knowledge, abilities, qualifications, and occupational characteristics of research managers.	UNIMC	Italy	30 Nov 2024	✅
WP8	D8.1	D32	Initial Engagement Report	Initial Engagement Report - Task 8.1 Identification of RMs	CERTH	Greece	30 Nov 2024	✅
WP8	D8.3	D34	Institutional KPIs interim report	Institutional KPIs interim report - Task 8.1 KPIs for Institutions RM capacity	CERTH	Greece	30 Nov 2024	✅
WP8	D8.4	D35	Initial policy feedback report	Initial policy feedback report - Task 8.3 Pilot operation of services	CERTH	Greece	30 Nov 2024	✅
WP8	D8.5	D36	Recommendations policy feedback report	Recommendations policy feedback report - Task 8.4 Policy recommendations	CERTH	Greece	30 Nov 2024	✅

Work Package No	Deliverable Related No	Deliverable No	Deliverable Name	Description	Lead Beneficiary	Country	Due Date	Delivery Date
WP9	D9.2	D38	Updated Communication Plan: Strategy and Activities	The updated plan will lay out the evolution of the communication plan for all Cardea activities by the middle of the project. It will be integrated with the other project management plans in WP1 but is distinct in that it details all the opportunities for engagement and exploitation of the project activities and what has been achieved to date. Specifically, the Communication Plan: Strategy and Activities will include sections on - Goals and objectives - Target audiences - and engagement with same to date - Scientific publications - Capacity building (including human capital expertise) - Metrics and KPIS for exploitation - Website - Learning environment - Fact sheets - Training offerings - Presentations by Cardea members - Workshops - Social media activities - Press coverage - Newsletters - Peer reviewed publications	ULIEGE	Belgium	30 Nov 2024	✅
WP1	D1.3	D3	Project Management Plan (Final report and final sustainability activities)	The initial and updated Project Management Plans will be updated to reflect the development of the project operational aspects, report on the final implementation outcomes of the project from an operational perspective and to provide an final description for the project sustainability activities.	UCC	Ireland	31 July 2026	In draft

Work Package No	Deliverable Related No	Deliverable No	Deliverable Name	Description	Lead Beneficiary	Country	Due Date	Delivery Date
				Project management plan with roadmap and implementation plan for all aspects of project: to include the following subsidiary plans • Scope statement • Organisational structures (including governance and specialisation groups) • Work plan and timelines (including meeting schedule) • Monitoring and control plan • Change management plan • Risk Management plan • Stakeholder management plan • Sustainability plan (future planning) • Governance Committee reports and activities				
WP2	D2.3	D7	Final Methodology report	The final methodology report will build on the initial and updated reports o provide a final report of all research activities undertaken by Cardea.	UCC	Ireland	31 July 2026	In draft
WP2	D2.5	D9	Final Cardea toolkit Report	Cardea will produce a number of guides/frameworks. Taken together these will become the Cardea toolkit and will include: • Research report on data analysis outputs and conclusions • Analysis of gap between current provision and RM needs • Capability Maturity Model • Knowledge, Skills, Abilities – self assessment tool • Training Needs Analysis – guided assessment tool (individual and organisational levels) • Professional Development Plan for Research Managers – template • Research Manager Competency Model (with specialised sub models for specific roles)	UCC	Ireland	31 July 2026	In draft

Work Package No	Deliverable Related No	Deliverable No	Deliverable Name	Description	Lead Beneficiary	Country	Due Date	Delivery Date
				The contents of each framework, tool, and template will be reported in the toolkit reports.				
WP3	D3.3	D12	Community of Practice - Report 2	The community of practice is the structure that allows managers of research managers to collaborate, consult with each other's and promote effective management and governance of research manager careers across Europe. This report will detail the Activities completed within the Community of practice managers of research managers. It will include CoP/Hub work plan and actual work CoP/Hub Charter, organisation and strategy, and any updates to this CoP Hub activities (including case studies, fact sheets) future development plans for Cardea Hub Note that this work will be closely integrated with ERAHUb	UNIPU	Croatia	31 July 2026	In draft
WP3	D3.5	D14	Cardea Hub Final Report	This report will detail the collaborative activities for Research Managers that were integrated into the Cardea Hub during the project The Hub Final report will report on the Delivery of the Cardea Academy (learning space for research managers), it will include detail of for when, where, what of the events that the academy delivered, output recommendations, statistics on completions etc.	UNIPU	Croatia	31 July 2026	In draft
WP4	D4.2	D16	Research Managers Networking and Mobility - Final Report	Final revision of the report on the understanding of the state of play of Research Manager networking and mobility activities (results of mapping exercise) to include changes captured during the 48 months of the project and identification of outstanding gaps.	CERCA	Spain	31 July 2026	In draft

Work Package No	Deliverable Related No	Deliverable No	Deliverable Name	Description	Lead Beneficiary	Country	Due Date	Delivery Date
				Report systematically detailing the networking and mobility patterns and activities of Research Managers based on data analysis from WP2. To also include report on usage statistics for international, inter-role and inter-sectional matchmaking and discussion forums from Hub activities in WP3.				
WP4	D4.5	D19	Consortium mobility and collaboration report - Final report	Report on the intra-Cardea mobility and networking feeding into the advocacy and influencing WP8. This Final report will detail all the activities and achievements within and between the Cardea partners in the space of mobility, networking and collaboration. To include reports from our: • 8 study visits (international) • 14 public private fact finding visits • 38 meetings of Science funding • Exploration of opportunities for teaming and twinning with EU projects • Exploration of intra-Cardea collaborative learning through trainings/seminars	CERCA	Spain	31 July 2026	In draft
WP5	D5.3	D22	Equality, Diversity and Including - Final Report	Final report outlining updated understanding of equality, diversity and inclusion challenges facing research managers, details of the various tools and information for all dimensions of equality, diversity and inclusion relevant to research managers. To include final updated report on • Data driven RM EDI profiles (national, institutional) • Policy recommendations • Fact sheets • Template (checklist) to support local EDI development activities • Transition support programme	IFJ PAN	Poland	31 July 2026	In draft

Work Package No	Deliverable Related No	Deliverable No	Deliverable Name	Description	Lead Beneficiary	Country	Due Date	Delivery Date
				• Pilot coaching and mentoring programme • EDI awareness training modules				
WP6	D6.2	D24	Widening Research Managers Careers Code of Conduct - Final Report	Final Code of Conduct framework prepared for external consultation. Providing updated guidelines to support organisations in realising the requirement of the charter and preparing to sign concordant. This will complement the wider Commission work on a general Code of Conduct for Research Managers.	UPB	Romania	31 July 2026	In draft
WP6	D6.4	D26	Widening Public - Private engagement - Final Report	This report will update the detail the conversations and collaborations that have been completed between Higher Education Institutions and Private Industry to develop linkages, collaborations and opportunities to support research managers transitioning between sectors. To include: • MOUs • Reports on consultations • Case studies • Activities undertaken on the basis of future opportunities identified at M30 • Report on the learning from the widening activities workshop, mentoring etc • Detailed report on the learnings and activities for Innovation/ Transitions Summer School.	UPB	Romania	31 July 2026	In draft
WP7	D7.3	D29	Training Catalogue - Final listing and report	Final report presenting the training ecosystem for research managers, integrating courses, modules and trainings offered by Cardea and accessible through other programmes. This report will also detail the future accessibility of the training offerings.	UNIMC	Italy	31 July 2026	In draft

Work Package No	Deliverable Related No	Deliverable No	Deliverable Name	Description	Lead Beneficiary	Country	Due Date	Delivery Date
WP7	D7.5	D31	Continuing Professional Development Model - Final (accredited) model	This report details the structured approach to characterization and delivery of bespoke Research Manager continuing professional development including the introduction of a new micro-credential (digital badge) to recognise a formal qualification in Research Management Skills. It will integrate the outputs of the needs analysis (from WP2), networking (WP4), Hub learning (WP3) as well as deliver compatibility with the Skills Agenda for work (Action 5) and the ESCO European Skills, Competencies, Qualifications and Occupations nomenclature. The work will deliver a model to give clarity to the skills, knowledge, abilities, qualifications, and occupational characteristics of research managers. This will be recognized through the delivery of a model, micro-credential and associated training activities.	UNIMC	Italy	31 July 2026	In draft
WP8	D8.2	D33	Final Engagement Report	Final Engagement Report - Task 8.2 Involvement and Networking of relevant actors	CERTH	Greece	31 July 2026	In draft
WP8	D8.6	D40	Final policy feedback report	Final policy feedback report - Task 8.3 Pilot operation of services v2 and Task 8.4 Policy recommendations v2	CERTH	Greece	31 July 2026	In draft
WP9	D9.3	D39	Final Communications Report: Activities and Exploitation	The Final Communication plan will report on all communication activities by the end of the project. It will be integrated with the other project management plans in WP1 but is distinct in that it details all the engagement and exploitation of the project activities. How the activities have been exploited for maximum impact will be reported	ULIEGE	Belgium	31 July 2026	In draft

Work Package No	Deliverable Related No	Deliverable No	Deliverable Name	Description	Lead Beneficiary	Country	Due Date	Delivery Date
				Specifically he Communication Plan: Strategy and Activities will include sections on - Goals and objectives - Target audiences - and engagement with same to date - Scientific publications - Capacity building (including human capital expertise) - Metrics and KPIS for exploitation - Website - Learning environment - Fact sheets - Training offerings - Presentations by Cardea members - Workshops - Social media activities - Press coverage - Newsletters - Peer reviewed publications				