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OA5.1.2 – Meeting Decisions

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1. INTRODUCTION

LAPASSION (Latin-America Practices and Soft Skills for an Innovation Oriented Network) is a project from the program Erasmus+ within the line KA2 – Cooperation for innovation and the exchange of good practices – Capacity Building in the field of Higher Education (reference 585687-EPP-1-2017-1-PT-EPPKA2-CBHE-JP). It involves partners from Portugal, Finland, Spain, Brazil, Uruguay, and Chile. LAPASSION consortium has as motivation to create a unique solution to address different problems affecting youth in HEI, helping students to obtain a better training in terms of innovation, soft skills, and internationalization. This solution is obtained by LAPASSION MP/I (Multidisciplinary Projects/Internships) for students' teams to help them to co-create, and co-develop projects proposed by enterprises and other organizations, or to accelerate innovative ideas in an international context involving students from several countries.

The aim of LAPASSION is to increase the innovation culture of HEI and the connection with Enterprises/Organizations (E/O) with impact in Employability, and Internationalization. This aim is pursued by implementing multidisciplinary projects/internships(MP/I) for co-creation, co-development and acceleration of innovative ideas, integrated in the educative project of the involved institutions. MP/I will be implemented by means of students' teams involving students with different backgrounds, different graduation levels, and from different countries, and solving challenges posed by E/O.

1.1 Consortium of LAPASSION

LAPASSION is a consortium with 15 partners, including 13 Higher Education Institutions (4 from Europe and 9 from Latin America), 1 Association of Enterprises from Portugal, and 1 Council of the Federal Institutes from Brazil. The list of the partners is the following:

- Polytechnic of Porto (IPP, Portugal)
- Tampere University of Applied Sciences (TAMK, Finland)
- University of Vigo (UVIGO, Spain)
- University of Salamanca (USAL, Spain)
- Federal Institute Riograndense (IFSUL, Brazil)
- Federal Institute of Triângulo Mineiro (IFTM, Brazil)
- Federal Institute of Goiás (IFG, Brazil)
- Federal Institute of Maranhão (IFMA, Brazil)
- Federal Institute of Amazonas (IFAM, Brazil)

University of the Republic of Uruguay (UDELAR, Uruguay)

Technological University of Uruguay (UTEC, Uruguay)

Foundation of Professional Institute (DUOC, Chile)

Catholic University of Chile (PUC, Chile)

Association of Enterprises of Portugal, Commerce and Industry Chamber (AEP, Portugal)

Council of Federal Institutes of Brazil (CONIF, Brazil)

IPP is the coordinator institution of the project.

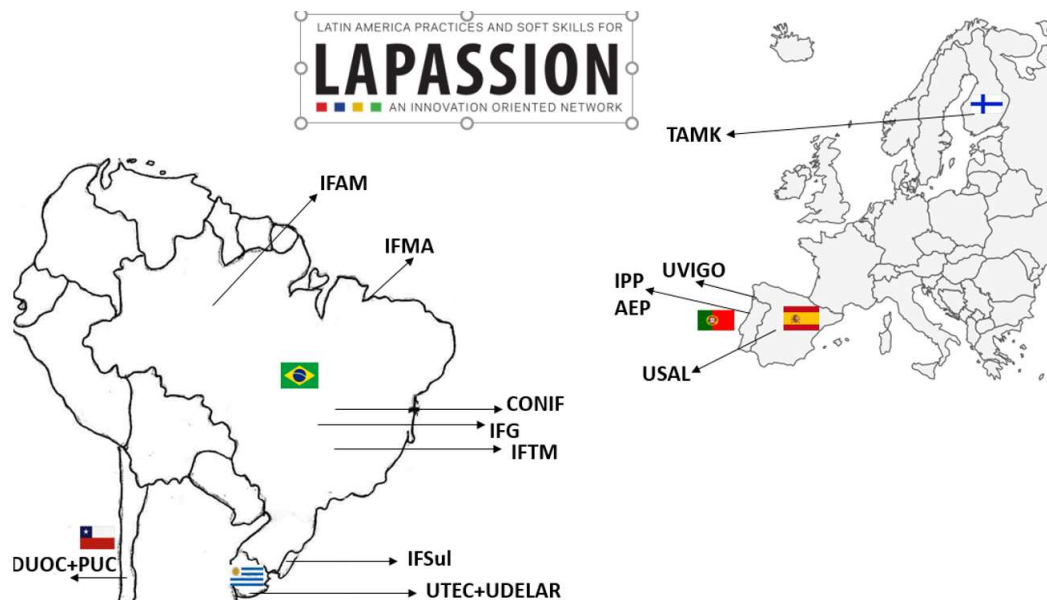


Figure 1 - LAPASSION partners in Latin America and Europe

1.2 Workpackages of LAPASSION

LAPASSION involves the following Workpackages:

WP1 – Preparation and Training for Multidisciplinary Projects/Internships (MP/I)

WP2 – Development of MP/I

WP3 –Quality Planning & Control (QP&C)

WP4 –Communication Plan, Dissemination and Exploitation Strategy

WP5 – Management

Management is clearly essential for the good operation of the project. For this reason several Management Meetings were organized during the project. A total of 7 presential meetings were expected for the cities of João Pessoa (Brazil) at the end of 2017, Pontevedra (Spain) and Tampere (Finland) in 2018, Porto (Portugal) and Montevideo (Uruguay) in 2019, and Brasília (Brazil) and Porto (Portugal) at the end of the project expected for 2020. Things run as planned till the meeting of



Montevideo, at the end of 2019. However, the coronavirus pandemic impacted LAPASSION project after the beginning of March 2020, and some development projects have even been moved from presential to remote/online during the second or third weeks of the projects, other two editions of development projects for students were cancelled, and Management meetings of 2020 have to be organized online. The project was extended, and after these two meetings online in 2020 and 2021 it was still possible to organize a final Management meeting in September 2021 in Salamanca, when the intercontinental flights were more open to allow this final meeting. These changes were required to the project officer and authorized.

2. DECISIONS OF THE 1ST MANAGEMENT MEETING (JOÃO PESSOA)

There is just one opportunity to start well a big project. This was the idea of organizing the first Management meeting still in 2017. LAPASSION has started on October 15, 2017, and the project was oriented to Latin America. It is important to remember that Higher Education Institutions in Latin America closes the academic year in the first half of December, starting an holiday season in which it will be very difficult to contact people and assume decisions. So there was a real need to organize a Management Meeting in 2017. Being a new project payment to partners usually involve some delays, and the first transfer arrived in November. Thus, the decision was to collocate the meeting together with an event in which some of the partners will certainly participate. The meeting was held in João Pessoa, in the state of Paraíba, Brazil, collocated with REDITEC from 20 to 24 of November, 2017. REDITEC is the big annual event of the managers of the network of Federal Institutes of Brazil. The event is organized by the Council of Rectors of the Federal Institutes (CONIF), partner of the project, and involves 38 Federal Institutes more 3 other institutions. So the participation of CONIF, IFSUL, IFTM, IFG, IFMA, and IFAM was easy. Chilean partners (DUOC and PUC) and Uruguyan partners (UDELAR, also representing UTEC) were present as well. IPP coordinated the meeting with the presence of Carlos Ramos, coordinator of LAPASSION, and Gustavo Alves, coordinator of a previous Erasmus CBHE project (VISIR+). It is important to say that for CONIF, IFSUL, IFTM, IFMA, IFAM, DUOC, and UTEC this was the first project with European Union. Thus this first meeting was really important for the understanding of all mechanisms involved in an Erasmus+ CBHE project.



Figure 2 – Participants in the 1st Management Meeting in João Pessoa, Brazil, November 2017

The main decisions of this meeting were the following:

- It was decided to proceed with the Grant and partnership Agreements signatures till the end of the year (2017) if possible
- Creation of the site and social networks of LAPASSION, namely in Facebook and Tweeter, USAL assumed this responsibility
- To proceed with the Communication Plan and Dissemination Strategy first draft
- To proceed with the bank transfers to partners as soon as possible, in the case of Federal Institutes it was suggested that all funding to these partner goes to CONIF to avoid fundraising problems
- Each partner needs to select the main staff members to involve in the project
- The first Development set of projects to be held in Santiago, in Campus San Joaquin of PUC and DUOC, and will receive the name LAPASSION@Santiago
- Divide the 2nd Preparation Meeting in two parts, one at the middle and another at the end of the development projects of students' teams
- The main challenge will be "How to improve the conditions for Elderly Populations", with 6 sub-challenges proposed by organizations/enterprises, one for each team of students
- DUOC and PUC will prepare instructions for the students in a manual
- Scheduling of activities for the first semester of 2018, namely the 1st and 2nd Preparation Meetings, the 2nd Management Meeting, the Development Project for students, and the first Quality Meeting

- 1st Preparation Meeting (Porto-Portugal + Pontevedra-Spain): from 26th February to 2nd March, 2018, IPP will provide the transport between both cities
- 2nd Management Meeting (Porto-Portugal + Pontevedra-Spain): from 26th February to 2nd March, 2018, IPP will provide the transport between both cities
- 1st Development projects of students (Santiago, Chile): from April 2, 2018 (Monday) to June 8, 2018 (Friday), corresponding to 10 weeks
- 2nd Preparation Meeting (Santiago, Chile) – part 1: from May 7 to 11, 2018
- 2nd Preparation Meeting (Santiago, Chile) – part 2: from June 4 to 8, 2018
- 1st Quality Meeting (Santiago, Chile) : from June 4 to 8, 2018
- To start preparing the call for students for LAPASSION@Santiago, for Chilean partners and for other partners as well
- To start thinking in the Sustainability of the project, how to guarantee the continuation after the end of the project
- To start with the first draft of the Quality Plan of the project, UVIGO will take this responsibility.

3. DECISIONS OF THE 2ND MANAGEMENT MEETING (PORTO+PONTEVEDRA)

Since the 2nd Management Meeting was scheduled in the project proposal to be held by UVIGO and the 1st Preparation Meeting was scheduled to be held by IPP in close dates it was decided to join both meeting in both cities (Porto and Pontevedra), since the distance between both cities Porto and Pontevedra/Vigo) is just 170 km, so partners can know better the two institutions. Thus, from 26th to 28th of February 2018 the meeting was held in Porto, and then from 1st to 2nd of March it was held in Pontevedra.

The joint organization of the two meetings in both cities allowed things like the visit of all participants to Porto Design Factory and for sure a better empathy, usual in large groups of participants.



Figure 3 – Participants in the 2nd Management Meeting organized in Porto and Pontevedra, February-March 2018

The main decisions of this meeting were the following:

- To present in the meeting the material used during the kickoff meeting of newly selected Capacity Building in Higher Education (CBHE) Projects, organized by EACEA Agency in Brussels, from 29th to 30th January 2018 in which Carlos Ramos (IPP) and Ruberley Souza (IFG) participated
- To conclude as soon as possible the selection of students to participate in LAPASSION@Santiago
- UVIGO informed that probably will not be able to send 2 students to Santiago, it was decided that UVIGO should send more 2 students than expected for an additional edition of LAPASSION in 2019
- IFMA has asked to send 4 students in spite of 2, and IFG has asked to send 3 students in spite of 2, both were authorized to do that
- The official Logo of LAPASSION was presented by the Chilean partners and has been approved
- Partners were warned about the importance of documents for the project, like boarding passes, travel reports, staff contracts, timesheets, subcontracting invoices, and it was decided to analyse the existing documents and made requests for missing documentation
- emphasize the importance of having a follow-up of the main documents of the Quality Plan and to be aware of the state of the main indicators of the project (UDELAR + UVIGO)
- emphasize the Communication and Dissemination during the year, namely promoting LAPASSION@Santiago
- Scheduling of activities for the second semester of 2018, namely for the 3rd Management Meeting, and the Preparation Meetings for the Development projects of 2019
 - 3rd Management Meeting - Tampere (Finland) - 24th to 29th of September 2018

- 3rd Preparation Meeting (a) – São Luís (Maranhão - Brazil) - 19th to 23rd of November, 2018
- 3rd Preparation Meeting (b) – Uberaba (Minas Gerais - Brazil) - 26th to 30th of November, 2018
- 3rd Preparation Meeting (c) – Montevideo (Uruguay) - 5th to 9th of November
- Travel Reports should be fulfilled at the end of the Management Meetings and returned with the boarding passes

4. DECISIONS OF THE 3RD MANAGEMENT MEETING (TAMPERE)

Due to the success of LAPASSION@Santiago the participants of the 3rd Management Meeting were confident about the impact of the practices promoted by the project. However, the future of LAPASSION had a new challenge. How to go from one edition with a set of multidisciplinary students teams' project to three editions in 2019? All learning from the Santiago edition was very important and was shared during this meeting. On the other hand, this Management meeting of Tampere, held from 24th to 29th of September 2018, was the last physical Management meeting before the Intermediate Technical Report, expected for the middle of April 2019. Thus, lots of work was expected.

The meeting was also an opportunity to know some of the most innovative structures of the University of Applied Sciences of Tampere (TAMK), namely Proakatemia and Y-Campus, where students apply methods that are used now in LAPASSION.



Figure 4 – Participants in the 3rd Management Meeting organized in Tampere, September 2018

The main decisions of this meeting were the following:

- To congratulate PUC and DUOC for the excellent organization of LAPASSION@Santiago
- Assignment of participants for the three preparation meetings for training Professors and Coaches in the places where students' projects will run in 2019, these preparation meetings will run at the end of 2019
- Scheduling of activities for the first semester of 2019, namely for the 3 Development projects of Montevideo (Uruguay) and São Luís and Uberaba (Brazil), the 3 Quality meetings in the same cities at the end of these projects, and the 4th Management Meeting to be held in Porto
 - Development projects of students (Uruguay): from 11th March to 17th May 2019, corresponding to 10 weeks
 - Development projects of students (São Luís – Brazil): from 18th March to 24th May 2019, corresponding to 10 weeks
 - Development projects of students (Uberaba – Brazil): from 18th March to 24th May 2019, corresponding to 10 weeks
 - Quality Meeting (Montevideo, Uruguay) : from May 13 to 17, 2019
 - Quality Meeting (São Luís, Brazil) : from May 13 to 17, 2019
 - Quality Meeting (Uberaba, Brazil) : from May 13 to 17, 2019
 - 4th Management Meeting - Porto (Portugal) - 18th to 22nd of June 2019
- To present the Progress Report structure and share work among partners
- To share work among partners for the Output Results documents of the project
- To approve the final version of the Quality Plan proposed by University of Vigo and UDELAR
- To approve the current version of the Communication Plan and Dissemination and Exploitation Strategy, which can still be improved
- To approve the concrete proposals for LAPASSION@Uruguay, LAPASSION@Uberaba, and LAPASSION@SãoLuís and the main challenges (“How to improve the conditions for children?” in Uruguay; “Food for the Future” in Uberaba; and “How to improve the Human Development Index of Maranhão State” in São Luís)
- To analyse the current financial situation of the project, and to conclude that from the first financing of the project (50% of total) the execution of the budget has been good, and that certainly 70% of this amount will be executed till April 2019, so the request for the second financing will follow together with the production of the Intermediate Technical Report.

5. DECISIONS OF THE 4TH MANAGEMENT MEETING (PORTO)

This meeting happened some few months after the production of the Intermediate Technical Report and the execution of three parallel Development activities, corresponding to the editions of

LAPASSION@Uruguay, LAPASSION@Uberaba, and LAPASSION@SãoLuís. With the success in these three edition of multidisciplinary students teams' projects LAPASSION has achieved the cruising speed, and now the consortium has a much better idea of problems that may happen, and how to handle them, so the consortium considered as very positive the experience till the meeting. On May 21st EACEA has sent the result of the evaluation of the Intermediate Technical Report, and it has been approved and qualified as "GOOD". The Statement of Costs was also analysed and approved and EACEA decided to transfer the second part of the budget with 40% of the total. This amount was already received by IPP.



Figure 5 – Visit to Porto Design Factory during the Management Meeting of Porto, June 2019

The main decisions of this meeting were the following:

- To prepare the answers to the questions posed by EACEA and resulting from the Intermediate Technical Report, they need to be answered will July 21st 2019
- To proceed with the bank transfers to partners corresponding to the second financing of the project (40%)
- To prepare documents for the future Auditing of the project
- To approve the final version of the Communication Plan and Dissemination and Exploitation Strategies
- To analyse the results of the Quality inquiries organized by UVIGO and UDELAR
- To provide the translation of the LAPASSION site to Portuguese and Spanish
- To approve the representatives of each partner for each Workpackage
- To congratulate UDELAR, UTEC, IFTM, and IFMA for the excellent organization of LAPASSION@Uruguay, LAPASSION@Uberaba, and LAPASSION@São Luís
- Scheduling of activities for the second semester of 2019, namely for the 4th Management Meeting, and the Preparation Meetings for the Development projects of 2020

- Preparation Meeting – Santiago (Chile) - 11th to 15th of November 2019
- Preparation Meeting – Manaus (Brazil) - 11th to 15th of November 2019
- Preparation Meeting – Goiania (Brazil) - 18th to 22nd of November 2019
- Preparation Meeting – Pelotas (Brazil) - 25th to 29th of November 2019
- 4th Management Meeting - Montevideo (Uruguay) - 9th to 13th of December 2019

6. DECISIONS OF THE 5TH MANAGEMENT MEETING (MONTEVIDEO)

LAPASSION project is approaching the end and after a successful execution of the Preparation and Development activities and the impact the project had in the institutions where the activities were held, and for the enterprises/organizations involved with the project this Management Meeting prepared the activities for 2020, in which the last 4 editions of development projects will be held. During the meeting it was the opportunity to see the Demo Day of the initiative “Células de Innovación” with students’ teams projects based in LAPASSION practices, joining students from UTEC and other Universities, like UTU (Universidad del Trabajo de Uruguay) and challenges posed by enterprises.



Figure 6 –Management Meeting of Montevideo, December 2019



Figure 7 –Pitches of students’ teams of the initiative Células de Innovación, based in LAPASSION practices, Montevideo, December 2019

The main decisions of this meeting were the following:

- Analyse carefully the situation of each partner concerning costs, and the execution of budgetary headings (travel, stay, staff, subcontracting) and co-financing
- Analyse the Quality reports, concerning the quality control of the project, and the quality of students’ projects in development activities (multidisciplinary teams projects)
- Assignment of number of students to the four last development activities (LAPASSION@Manaus, LAPASSION@Goiania, LAPASSION@Pelotas, and LAPASSION@Santiago2) for 2020
- Authorize new trainings in Manaus and Goiania to be organized by IPP and TAMK in the launching of the project
- Due to the instable situation in Chile, it may be risky to organize LAPASSION@Santiago2, so it would be better to have a plan B, for example to have more students in Pelotas
- To approve the concrete proposals for LAPASSION@Manaus, LAPASSION@Goiania, LAPASSION@Pelotas, and LAPASSION@Santiago2 and the main challenges (“Social-Environmental Technologies for the Amazon Sustainability” in Manaus; “How to contribute to na Inclusive and Sustainable Society?” in Goiania; “Accessibility and Inclusive Technologies” in Pelotas; and “How to contribute to create Smart Cities?” in Santiago)
- The last two Management Meetings will be rescheduled to different cities. The 6th Management Meeting goes from Brasília to Belém to be collocated with the big event of Federal Institutes (REDITEC), and the 7th and final Management Meeting goes to Salamanca in Spain with a final extension to San Sebastian to be collocated with the Congress of the World Federation of Colleges and Polytechnics. Theses changes envisages a large

dissemination of LAPASSION in events with many participants, namely to Rectors and Managers of HEI

- Scheduling of activities for 2020, namely for the 4 Development projects of Manaus, Goiania, Pelotas (Brazil) and Santiago (Chile), the 4 Quality meetings in the same cities at the end of these projects, and the 5th and 6th Management Meetings to be held in Belém and Salamanca (with possible extension to San Sebastian)
 - Development projects of students (Manaus, Brazil): from 2nd of March to 8th May 2020, corresponding to 10 weeks
 - Development projects of students (Goiania, Brazil): from 9th of March to 15th May 2020, corresponding to 10 weeks
 - Development projects of students (Pelotas, Brazil): from 23rd of March to 29th May 2020, corresponding to 10 weeks
 - Development projects of students (Santiago, Chile): from 23rd of March to 29th May 2020, corresponding to 10 weeks, conditionally according to the situation in Chile
 - Quality Meeting (Manaus, Brazil) : from May 4 to 8, 2020
 - Quality Meeting (Goiania, Brazil) : from May 11 to 15, 2020
 - Quality Meeting (Pelotas, Brazil) : from May 25 to 29, 2020
 - Quality Meeting (Santiago, Chile) : from May 25 to 29, 2020, conditionally according to the situation in Chile
 - 5th Management Meeting - Belém (Brazil) – 21st to 25th of September 2020
 - 6th Management Meeting – Salamanca + San Sebastian (Spain) – 8th to 14th of October 2020
- To share work among partners for the Output Results documents of the project
- To congratulate the Uruguayan partners, namely UTEC, for the success of the initiative “Células de Inovación”, DUOC for the initiative “Interdisciplinary Courses” with two editions organized in 2018 and 2019, and IPP, IFAM and IFMA for the organization of 2 editions of LAPASSION-style projects in Porto involving 32 students from these Federal Institutes and from Federal Institute of Santa Catarina, involving also Portuguese students, students from South Korea and Bangladesh. All these activities prove the sustainability of LAPASSION and were not funded by LAPASSION budget

7. DECISIONS OF THE 6TH MANAGEMENT MEETING (ONLINE)

If everything run well, almost as planned in the LAPASSION project proposal till the end of 2019 the year of 2020 was itself a challenge for the project. News about a health problem in China appeared at the end of 2019, Occidental world started to look to news about coronavirus with attention. Soon the problem spread all around the world, in Europe during February the number of cases start to raise dramatically, first in Italy, after in Spain, and then to the rest of world, Latin-America included. At the middle of March, the situation is so complex that in most countries classes in Schools and

Universities are suspended. At this moment LAPASSION@Manaus was in the second week of the project, and LAPASSION@Goiania was in the first week, both with students there. LAPASSION@Pelotas and LAPASSION@Santiago2 were planned to start on 23rd of March. With the huge impact in the flights, namely in intercontinental flights and students in Manaus and Goiania fears about remain retained out of home during a sanitary crisis appear, and most of the students are required by their home institution to return. However, in an extraordinary work of the coordinators of LAPASSION@Manaus and LAPASSION@Goiania, and with the involvement of all people, namely students, a pact of honour is established to run the project till the end, in the 10th week, even with the remote/online continuation of the project. Projects continued and in the Demo days made online as well, all 11 projects (6 from Manaus and 5 from Goiania) are presented with great success and impact. Important to say that during this period LAPASSION was the only academic activity happening (even online) in IFAM and IFG. This proved the resilience and capability to recover from critical problems of LAPASSION. The projects scheduled to Pelotas and Santiago are suspended.

If the students' projects of Manaus and Goiania were a success, the impact of coronavirus pandemic in LAPASSION organization and budget was high. For returning students from Goiania and Manaus to home cities several institutions paid additional flights. Besides, with these returns the justification for the number of days of stay drop from 70 days (10 weeks) to less weeks (in several cases 2 weeks), but institutions cannot pass this cost not justified to the students. In the case of Pelotas and Santiago several students had already spent money with flights and even stay reservations, this is a lost money, since after that it was not possible to return to the normal situation. As imagined in a project with more than 66% of budget in travels and stay, the impact is considerable in LAPASSION, how to execute it if no travels are possible?

Thus decisions have to be fast and the following measures were assumed in accordance with all partners:

- To ask for the 1-year extension of LAPASSION, waiting for the change of the pandemic situation
- Partners will assume the lost with travels not done or incomplete, placing expenses in the co-fund part of the budget, so LAPASSION will not ask for the extraordinary measure to report covid-derived costs
- The budget will not be restructured but the possibility to have variations till the limit of 10% will be used, namely increasing staff costs, that were low at the original budget (25% of the budget)
- The new financial objective is now trying to execute the project in terms of funding in at least 90% to avoid return of funding.

EACEA authorized the extension of the project, and the partners were waiting for the covid pandemic changes to return to presential activities, while developing activities online.

From the 15th to 17th of October 2020, collocated with the Erasmus Days initiative, it is organized the 6th Management Meeting of LAPASSION, in online format



Figure 8 –6th Management Meeting of LAPASSION, online, October 2020

If everything run well, almost as planned in the LAPASSION project proposal till the end of 2019 the year of 2020 was itself a challenge for the project. News about a health problem in China appeared

The main decisions of this meeting were the following:

- Congratulate IFAM and IFG for the extraordinary success of LAPASSION@Manaus and LAPASSION@Goiania
- Corroborate all decision assumed by the project and derived from coronavirus pandemic
- Cancel the edition of Santiago due to all uncertainty involved and increase the number of students to participate in LAPASSION@Pelotas
- If possible organize LAPASSION@Pelotas in presential mode, but work assuming the projects will run online/remotely
- Distribute the work among partners for all documents that need to be produced in the final versions, namely the output results
- Organize all supporting documents for the final Auditing of the project
- Use the experiences of LAPASSION@Manaus and LAPASSION@Goiania for the e-books, since they reflect a situation more adequate for the current time, with projects developed part in presential mode part in online mode
- Continue the project by now in online/remote mode, waiting for a change in the pandemic situation allowing some presential activities, namely for LAPASSION@Pelotas and for the final Quality meeting and Management Meetings
- In spite of all uncertainty continue preparing for the sustainability of the project

- Analyse in detail the budget execution of each partner in different headings of the budget

8. DECISIONS OF THE 7TH MANAGEMENT MEETING (ONLINE)

And the situation worldwide did not change at all, coronavirus pandemic continues, and it is clear at the end of March that LAPASSION activities for students has to be organized online. The 7th Management Meeting is held from 24th to 26th of March 2021, less than 7 months till the final date of the project, and in online mode.

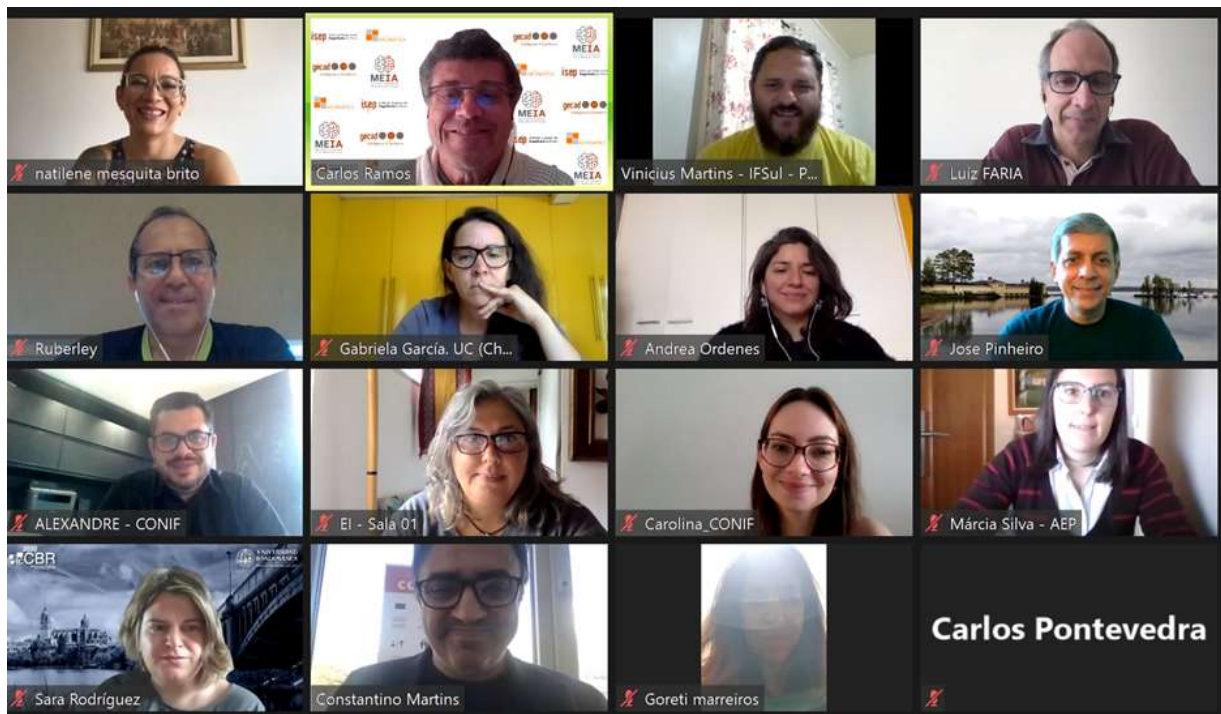


Figure 9 –7th Management Meeting of LAPASSION, online, March 2021

The main decisions of this meeting were the following:

- To organize LAPASSION@Pelotas with more than 50 students and completely in online/remote mode
- To approve the proposal of IFSUL to use the challenge “Accessibility and Inclusive Technologies” and 7 sub-challenges/projects for students’ teams
- To assign the number of students for each partner of LAPASSION and also involve some students of non-partners, namely from other Federal Institutes of the South region of Brazil (Paraná, Santa Catarina, Rio Grande do Sul states) and from the Federal University of Pelotas

- To start the project on September 1st
- To have a Pre-Demo Day on October 14, 2021, last day of LAPASSION, and the final Demo Day on November 4
- IPP will organize individual meetings with each partner or with partners from the same country to discuss about all documents for the project, namely the output results and the documents for the final Auditing
- Be aware of opportunities to have the intercontinental flights operating from Latin-America to Europe to organize the last Management Meeting in presential mode, in Salamanca, and two training meetings in Porto and Tampere. The training of Porto will be about the sustainability of the project and the training of Tampere will be about the connection between Higher Education Institutions and Enterprises. If not possible in presential mode, these events will be organized in September/October 2021 in online mode
- To organize training sessions locally in the countries, UDELAR informed about the intention to organize one of these sessions in Florida-Uruguay as the condition for presential meetings appear

9. DECISIONS OF THE 8TH MANAGEMENT MEETING (SALAMANCA)

And finally happens, it was possible to meet people again and to have intercontinental flights, and the last Management Meeting of LAPASSION was organized in presential mode. From 20th to 24th of September 2021 it was possible to have a presential meeting of LAPASSION again, in Salamanca (Spain). This meeting has been collocated in the week after the Preparation/Training of Tampere and in the week before the Preparation/Training of Porto, to allow Latin-America partner members to travel to Europe and participate in 1, 2 or even the 3 events. The mood was formidable with participants happy to meet again and for all the success and resilience of LAPASSION project and consortium.

The main decisions of this meeting were the following:

- To congratulate IFSUL for the ongoing organization of LAPASSION@Pelotas, running in online mode
- To congratulate with IFG for the organization of BRAMPSSOL, in Itumbiara, a project based in practices of LAPASSION
- To congratulate Federal Institutes for the success of IFMaker spaces funded by the Ministry of Education of Brazil and where LAPASSION-inspired projects will be organized (76 of these spaces have been already funded and a total of 143 will be funded)
- To congratulate IFTM, IFG, and IFAM, all partners of LAPASSION, for the success of being chosen for 3 from the 4 EMBRAPII R&D poles funded in Brazil for the Federal Institutes, all in areas where LAPASSION challenges were developed
- To congratulate with UTEC for the organization of more Células de Inovación projects for students' teams, following LAPASSIOON practices

- To congratulate with DUOC for the organization of an innovation course for students based in the practices of LAPASSION with the Design Factories of Bogota and Cali, in Colombia (settled in Universidad Javeriana), this was the first incursion of LAPASSION in countries of Latin-America not represented in LAPASSION consortium
- To prepare the participation of LAPASSION in the Capacity Building and Higher Education Virtual Fair to be held in October 2021
- To analyse the Final Report structure and define the information necessary from each partner to fulfil the report
- To analyse the excel file with the financial statements to understand better the situation of LAPASSION budget execution at the end of the project
- To proceed with the fulfilment of the last quality documents
- To ask partners to be effective at the end of project with all the required information (timesheets, joint declarations, travel reports, contracts, subcontracts invoices and proves of payment, boarding passes, etc)



Figure 10 –8th Management Meeting of LAPASSION, back to presential again!, Salamanca, September 2021

10. CONCLUSIONS

Management Meetings of LAPASSION were the places where partners plan all the activities, handle all bureaucratic documents, analyse if work packages are running well, deal with exceptions and unexpected situations, adopt recovery plans, produce the necessary documents, namely the reports of the project, verify milestones and deliverables, deal with all funding aspects, establish the communication with Erasmus+ necessary for the excellent development of the project, guarantee the ownership of the project innovation and methodology, providing the dissemination to other interested institutions, perform the Sustainability Plan and deal with the auditing of LAPASSION. IPP and IFG assumed the responsibility for the Management Work package and meetings were important for the monitoring and control of all project.

From the first meeting, held in João Pessoa (Brazil) at the end of 2017, in a meeting where several partner members established the first presential contact, till the last meeting in Salamanca (Spain), after a coronavirus pandemic situation, several other meetings were held in Portugal, Spain, Finland, Uruguay, and online. Management meetings were very important for the success of LAPASSION and to guarantee the sustainability of the project in Brazil, Uruguay, and Chile, and even in Colombia, not involved in the project.