R4C

Reflecting for Change

Deliverable 8.1

Project Handbook and Risk Management

Co-funded by the
Erasmus+ Programme
of the European Union

Document Control Page

WP/Task	WP / T
Title	Project Handbook and Risk Management
Due date	1/2020
Submission date	1/2020
Abstract	This document includes detailed criteria and rules for i) the project management procedures, roles, and responsibilities, ii) the project baselines, iii) the change management plan and process, iv) the communication management plan, and the effort and cost management plan. It also includes a risk management plan, analysing the potential scientific, technical and administrative risks, their severity and the respective contingency plan. The latter part will be a live document that will be kept updated on a regular basis.
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Dissemination level	☐ internal ☐ public ☐ confidential

Document Control Page

Version	Date	Modified by	Comments
1.0	30/12/2019	Nikos Zygouritsas	Creation of TOC
2.0	10/1/2020	Nikos Zygouritsas	First Draft
3.0	30/1/2020	Nikos Zygouritsas	Final Version

Executive summary

This document, D 8.1 Project Handbook and Risk Management includes detailed criteria and rules for:

i) the project management procedures, roles, and responsibilities
ii) the project baselines
iii) the change management plan and process
iv) the communication management plan, and the effort and cost management plan.

It also includes a risk management plan, analysing the potential scientific, technical and administrative risks, their severity and the respective contingency plan. The latter part will be a live document that will be kept updated on a regular basis.

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1 Introduction

1.1 Purpose of the document

The Project Handbook and Risk Management provides detailed criteria and rules for:

- the project management procedures, roles, and responsibilities
- the project baselines
- the change management plan and process
- the communication management plan, and the effort and cost management plan.

It also includes a risk management plan, analysing the potential scientific, technical and administrative risks, their severity and the respective contingency plan. The latter part will be a live document that will be kept updated on a regular basis.

The overall objective of the project management of the R4C project is to ensure the smooth operation of the project in terms of day-to-day management and interfacing with the European Commission. The work will be supported by the management structure. In short, R4C management structure has been devised to support the following objectives: Establishment of a strong project management scheme; Establishment of the appropriate communication and reporting channels to the EACEA; Achievement of a common policy and pedagogical direction within the project; Successful achievement of the project objectives on time and within budget; Establishment of an efficient electronic service for communications, and document exchanging; Realisation of synergies amongst the project members and effective exploitation of the project's' results; Continuous monitoring of the project's progress and timely initiation of corrective actions (if needed); Coordination of the organisation and execution of the various project meetings, and/or participation of the project in various external or self-organised events; Perform risk analyses and self-reflection.

2 Project management procedures, roles, and responsibilities

2.1 Project Management Roles and Responsibilities

R4C consortium will establish the appropriate structure, processes and instruments to support the project in all phases (described in chapter 3 of this document) and achieve the above-mentioned milestones or take corrective measures if needed. The project is organised in 8 Work Packages (WPs) The leadership of each WP has been agreed between the numbers of the consortium from the project proposal phase. Each WP and Task is led by the partner most competent in the domain concerned, as described in the work plan. WP and Task leaders are responsible for coordinating efforts at the WP and Task level accordingly, reporting on the successful completion of tasks, progress on deliverables, and on problems, delays and conflicts, as well as proposals for decision making starting from the partners involved in the Task and escalating up to the final decision body, which is the Project Management Board (PMB). Active support will be given, and controls will be applied to ensure sufficient feedback loops and close, effective, and efficient inter-relation and co-operation of all parties involved. In accordance with the above approach, the various project management bodies and roles are further described below.

Project Management Board (PMB)

Management representatives of all partners form the Project Management Board (PMB), which is the highest decision board. Its main task is project governance. It will have the overall responsibility of all pedagogical, financial, legal, administrative, ethical, IPR and dissemination issues of the project. The PMB will convene every six months and will be chaired by the Project Manager while the members are the WP Leaders. In the PMB each WP Leader has one vote. In the event of a tied vote, the vote of the Project Manager will determine the case. PMB determines the overall management responsibility on behalf of the partners; takes decisions and approves changes in work-plan, resource allocation, deliverables, Partnership Agreement, etc.; approves deliverables submission; and reviews the project as a whole. The full list of the matters to be handled by this board and the detailed procedures to be followed for making decisions and voting are set out in the Partnership Agreement.

Project Manager (PM)

The Project Manager (PM) of R4C will be Dr Sofoklis Sotiriou. He is the Head of R&D Department of Ellinogermaniki Agogi, where has been active in the co-ordination and development of research projects on implementation of advanced technologies (e.g. mobile applications, wearable computers, VR and AR applications, robotics) in science education and training. His main responsibilities as Project Manager of R4C are listed below:

- Organise and chair plenary meetings. Supporting the meetings of the project's committees and teams as well as the major partnership meetings (preparation, agenda, support during the events, and circulation of minutes, presentations and proceedings).
- Organise the project's resources and control the project's budget. Handling the financial aspects of the project (contracts, payments).
- Control the schedule of activities (time-plan of the tasks, critical tasks) and the allocation of person effort.
- Ensure the effectiveness of the project's internal information services.
- Control the quality of information flows (reviews).
- Solve conflicts between partners, according to the set-up rules, extending them if necessary.
- Ensure that all deliverables will be available on time to EACEA and/or project partners.
- Liaise with and report to the EACEA on all matters concerning the project.
- Liaise with related European projects and initiatives.

Financial Manager (FM)

The Financial Manager, Mr. Vassilis Karamaounas will be involved mostly in tasks related to administrative, contractual, control and cost reporting issues.

Quality Manager

To maintain undisputed quality, the R4C appoints Pr. Franz Bogner as Quality Manager who will serve as the point of contact for the partners on all quality matters. The Quality Manager will lead the Quality Assurance WP. The Quality Manager supervises the quality of the Deliverables produced by the WPs and cooperates with the PM to formulate and update the strategic objectives of the project in coordination with the PMB. The Quality Manager will follow up the work undertaken by the project partners and in cases of non-conformities s/he will propose suitable corrective actions to the concerning manager and partner.

Work Package Leader

The WP Leader is responsible for implementing the WP plan and for the scientific and technical integrity of the relevant WP contractual deliverables; coordinates, monitors, and assesses the progress of the work package to ensure that performance, budget, and timelines are met; proposes the agenda in the respective meetings; approves Deliverables produced in the WP. In cooperation with the Project Manager, Work Package leaders are responsible for the integration of their results into succeeding tasks or WPs.

Table 1. R4C Work Packages and Work Package Leaders

WP #	Work Package	WP Leader
1	School Innovation Model	Dr. Stephanos Cherouvis (EA)
2	School Innovation Support Mechanism	Rosa Doran (NUCLIO)
3	From School Reflection to School Development	Nikos Zygouritsas (EA)
4	Validation of the School Innovation Model	Prof. Franz Bogner (UBT)
5	Roadmap and Recommendations	Ferenc Tatrai (EDEN)
6	Dissemination & Sustainability	Prof. Fred Verboon (ESHA)
7	Quality Assurance	Prof. Franz Bogner (UBT)
8	Project Management	Dr. Sofoklis Sotiriou

2.2 Project Management Procedures

2.2.1 The Project Office

The Project Manager (Dr Sotiriou), ensures with the help of the Project Office that the consortium and key players have the necessary tools and procedures to effectively communicate, thus avoiding the potential risk of lack of communication and/or management. The Project Office Team shall support the Project Manager in preparing meetings. It shall assist and facilitate the work of the Project Manager for executing the decisions of Project Management Board and the General Assembly as well as the day-to-day management of the Project.

- In particular, the Project Manager is responsible for and will be supported by the Project Office by:
- monitoring compliance by the Partners with their obligations
- keeping the address list of the Partners and other contact persons updated and available
- collecting, reviewing to verify consistency and submitting reports and other

deliverables (including financial statements and related certifications) to the European Commission
- transmitting documents and information connected with the Project to and between Work Package Leaders, as appropriate, and any other Partners concerned
- administering the Community financial contribution and fulfilling the financial tasks described
- Providing, upon request, the Partners with official copies or originals of documents which are in the sole possession of the Coordinator when such copies or originals are necessary for the Partners to present claims.
- organizing and supporting plenary meetings (preparation, agenda, support during the events, circulation of minutes, presentations and proceedings)
- ensuring the effectiveness of the project's internal information services

2.2.1 Internal Working Platform

All deliverables, management documents, meetings contacts in shared workspaces, newsletters, mailing list and interaction regarding deliverables and the partner interactions can be facilitated by the server. Communities of practitioners will be in partly realized on the **dedicated R4C Google Drive**.

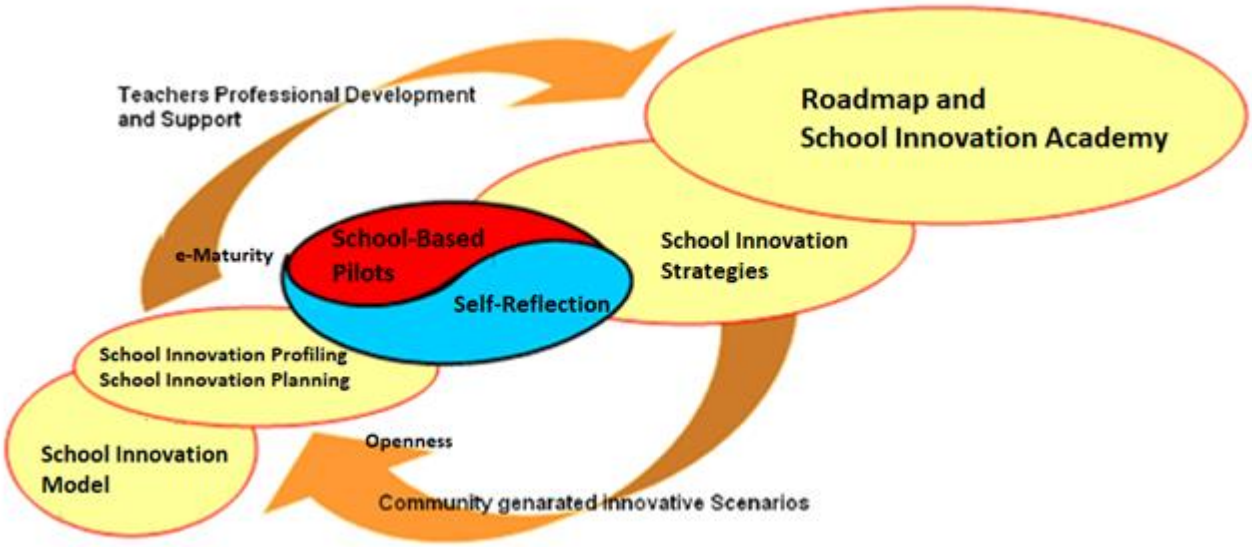
The key features of the current version of the BSCW are:

- Document management with version control
- Workgroups organized fast, simple and flexible, allowing role-based access control
- Shared calendars allowing to coordinate meetings in group calendars
- Contact management allowing team contact lists
- Task management and coordination of shared activities through simple ad hoc workflows
- Project management allowing creation of streamline project activities
- Awareness – detailed change logs (history function) on all objects or automatic event notifications that keep participants informed
- Integration - Seamless interaction with other systems

3 Project baselines

3.1 R4C evolution

The following figure presents in a schematic way the evolution of the proposed project.



The R4C project foreseen evolution. The e-maturity and the openness of 300 schools will be assessed. A series of tools will be designed and developed to support the school heads of these schools to use the findings from the self-reflection process in an effective way to support the school development. Based on the findings the R4C consortium will form an innovation support service, the School Innovation Academy which will be the main outcome of the proposed project.

The main phases and the main deliverables of the project are described below chronologically:

Phase A: Preparatory Phase

The consortium will design and validate a School Innovation Model, which will define the specific elements to depict innovation in schools (based on the SELFIE and OSOS-SRT indicators), as well as additional relevant indicators and metrics for measuring it based on holistic collection of educational data (e.g. teachers and students involvement in communities of practice, school generated contents and initiatives, students interest and motivation). Additionally, a School Analytics Framework will be designed, defining a) the specific educational data types to be collected from different layers of the school (student performance (micro level), continuous teaching innovation (meso-level), and institutional e-maturity and openness (macro level)), as well as b) the methods for exploiting these educational data towards building individual School Innovation Profiles. Capitalizing on these, the consortium will propose a set of guidelines and recommendations for the design of a School Innovation Profiling Tool and a School Innovation Planning Recommender System, which will generate holistic recommendations for school innovation development to inform school leadership strategic planning. This work will take place in **WP1 (School Innovation Model)**.

The consortium will design and set in action a community support mechanism that will empower teachers and learners and facilitate innovation in the participating school settings. The core activity in this framework will be to build a group of change leaders who will share leading innovative practices. Practitioners with specific change management competences required to operate successfully as change agents in the participating schools facilitating the implementation of the R4C approach. An advanced professional development programme, which adapts and deploys state-of-the-art learning approaches will be implemented for this purpose. To guarantee sustainability of the approach, the gradual development of the community of teachers – change leaders will be supported by a state-of-the-art Web 2.0 collaborative learning and knowledge exchange environment. A European School

Innovation Map will be developed to depict the evolution of the schools' network and offering opportunities for networking, common project at European level and exchange of school staff for sharing experiences and best practices. This work will take place in **WP2 (School Innovation Support Mechanism)**.

Phase B: Large Scale Pilots

Then the consortium will organize and coordinate large scale pilots with schools to evaluate the effects of, and systematically validate the proposed approach by implementing numerous activities and exploiting at the same time the opportunities offered by major ongoing initiatives and reforms, in Greece, Portugal and Italy. The project will be implemented with a bottom up approach in 300 primary and secondary school, in urban as well as in rural areas while the sample for the validation of the proposed approach will consist of 1,500 teachers and 15,000 students. This work will take place in **WP3 (From School Reflection to School Development)**.

In parallel with the large scale pilots the consortium will develop a strategy to evaluate the effects of, and systematically validate the proposed Innovation Model. Using as a reference the schools performance in a 12-month cycle of pre- and post-evaluation of their e-maturity and openness (by using the SELFIE and the OSOS-SRT tools), the evaluation of the project impact will focus on the effects (wished and unwished) and barriers to adoption in relation to the following aspects in the participating schools: impact on the processes of learning, teaching, and assessment; impact on the students outcomes; impact on the classroom as a whole and the school as organization; overall acceptance of the innovation; and corresponding organizational and ethical issues arising. An experimental design involving quantitative and qualitative research will be applied, whereby data will be gathered, analyzed, findings synthesized, and evaluation reports produced at key points to serve the needs of the project. This work will take place in **WP4 (Validation of the School Innovation Model)**.

Phase C: Roadmaping

Finally, based on the findings and the necessary adoptions the consortium will propose a set of guidelines and recommendations for the development of a school innovation support service, the School Innovation Academy, which will facilitate the process for envisioning, managing and monitoring change in school settings by providing a simple and flexible structure to follow, so school leaders and teachers can innovate in a way that's appropriate for school local needs. It will provide new ways for the use of technology and related approaches: not simply to automate processes but to inspire, to engage, and to connect. It will provide a powerful framework for school leaders to engage, discuss and explore: how schools need to evolve, transform and reinvent; how schools will facilitate open, more effective and efficient co-design, co-creation, and use of digital content, tools and services for personalized learning and teaching; how schools can become innovation incubators and accelerators. Towards this objective, the consortium will develop the School Innovation Roadmap to support schools to reflect on, plan and undertake changes in education for 21st Century learning. Applying the proposed service in local settings will make it clear that schools have much to gain by fostering connections between formal and informal learning, between existing providers of education and new entrants. This work will take place in **WP5 (Roadmap and Recommendations)**.

The above-mentioned phases are signposted by the project's milestones as they are presented on table below:

Table 2: List of milestones

Milestone number	Milestone name	Related work package(s)	Due date (in month)	Means of verification
MS1	Kick-off Meeting	WP1, WP3, WP4, WP6, WP7	M1	Planning and Organisation of the work. Internal management structure. Communication Channels.

				Detailed Planning and Decision-Making Process.
MS2	School Innovation Model	WP2, WP3, WP4	M6	Delivery of the School Innovation Model. Delivery of the Validation Methodology and Plan. Initiation of the Implementation Plan and of the preparation of the Training Materials
MS3	Beginning of the School Based Pilots	WP2, WP3, WP4	M11	Delivery of the Innovation Profiling Tools and the School Innovation Recommendation System, Delivery of the Analytics Representation and Visualization Tool, Beginning of the School Based Pilots (1st Self-Reflection Measurement), 1st International Professional Development Course, Delivery of Validation Tools.
MS4	End of the School-Based Pilots	WP2, WP3	M20	End of the School-Based Pilots (2nd Self-Reflection Measurement), Delivery of the School Innovation Map, 2nd International Professional Development Course
MS5	End of the project	WP4, WP5, WP6, WP7, WP8	M24	Delivery of the Validation Report, Delivery of the School Innovation Strategies, Delivery of the School Innovation Roadmap, Delivery of the School Innovation Academy (Action Plan), Open Classroom Conference, Delivery of the Sustainability Plan, Delivery of the QA Report, Final Project Report (Closing meeting)

3.2 List of Deliverables

Table 3. List of R4C deliverables

No of Work package	Start date	End date	Outputs	Dissemination level (Public, Restricted, Confidential)
WP1	11/2019	8/2010	**D1.1 School Innovation Model** **D1.2 School Profile and Analytics Framework**	Public
WP1	11/2019	8/2010	**D1.2 School Profile and Analytics Framework**	Public
WP1	11/2019	8/2010	**D1.3 School Innovation Profiling Tool and the School Innovation Planning Recommender System**	Public

WP2	11/2019	07/2021	**D2.1 Specifications on community building and participatory engagements activities**	Public
WP2	11/2019	07/2021	**D2.2 Report on Development of the School Community**	Public
WP2	11/2019	07/2021	**D2.3 School Innovation Map**	Public
WP3	04/2020	07/2021	**D3.1 Implementation Plan**	Public
WP3	04/2020	07/2021	**D3.2 Training Materials and Online Support**	Public
WP3	04/2020	07/2021	**D3.3 International Professional Development Courses**	Public
WP4	11/2019	10/2021	**D4.1 Validation Methodology and Plan**	Public
WP4	11/2019	10/2021	**D4.2 Validation Tools**	Public
WP4	11/2019	10/2021	**D4.3 Validation Report**	Public
WP5	09/2020	10/2021	**D5.1 School Innovation Strategies**	Public
WP5	09/2020	10/2021	**D5.2 School Innovation Roadmap**	Public
WP5	09/2020	10/2021	**D5.3 School Innovation Academy**	Public
WP6	11/2019	10/2021	**D6.1 Dissemination Plan**	Public
WP6	11/2019	10/2021	**D6.2 Report of the affiliation programme with existing EU Projects & Initiatives**	Public
WP6	11/2019	10/2021	**D6.3 Dissemination Materials**	Public
WP6	11/2019	10/2021	**D6.4 Project Website**	Public
WP6	11/2019	10/2021	**D6.5 Sustainability Plan**	Public
WP7	11/2019	10/2021	**D7.1 Quality Assurance Plan**	Public
WP8	11/2019	10/2021	**D8.1 Project Handbook and Risk Management**	Public
WP8	11/2019	10/2021	**D8.2 Periodic Report**	Public
WP8	11/2019	10/2021	**D8.3 Data Management Plan**	Confidential

3.3 Project Reporting

The coordinator must submit periodic reports for each reporting period. These documents will contain an overview of the activities carried out during the reporting period towards the project objectives for the relevant period, covering all implementation, management and financial aspects. These reports will include the interim and final QA report of the project procedures and outcomes focusing also on the risk management aspects. The two reports are foreseen for 11/2020 (Interim) and 11/2021 (Final).

4 Change Management

During the lifecycle of the project, results may require planning updates and re-baselining. This can include changes to expected activity durations, changes in resource productivity and availability, and unanticipated risks. Such variances may affect the project management plan or project documents and may require detailed analysis and development of appropriate project management responses. The results of the analysis can trigger change requests that, if approved, may modify the project management plan or other project documents and possibly require establishing new baselines.

There are several types of changes which may be requested and considered for the R4C project. Depending on the extent and type of proposed changes, changes to the project documentation (i.e. project contract, deliverables, reports and other documentation) may be required. Additionally, the communication of these changes may need to include any approved changes into projects plan and ensure all consortium partners are notified. Types of changes include:

- Scheduling Changes: changes which will impact the approved project schedule i.e. schedule baseline. These changes may require fast tracking, crashing, or re-baselining the schedule depending on the significance of the impact.
- Budget Changes: changes which will impact the approved project budget. These changes may require reallocation of budget. May require changes to the cost baseline and a contract amendment. Under any circumstances, no additional overall project funding will be approved.
- Effort Changes: changes which will impact the effort allocated to specific tasks. Depending on the size of these changes, they may require contract amendment. For minor changes to the planned effort allocation partners with the involvement of WP leaders can address these issues between them while keeping the Commission informed.
- Scope Changes: changes which are necessary and impact the project's scope which may be the result of unforeseen requirements. These changes will be reported and documented in project reports.
- Quality Changes: changes which will impact the quality of project deliverables. Depending on the extent of the impact on quality, these changes may require the modification of impact indicators and the contract with the European Commission. These changes may be reported and documented in project deliverables and reports.

Change Management is the process of reviewing all change requests, approving changes and managing changes to the deliverables, organizational process assets, project documents and the project management plan. This process is conducted from project inception through completion. The project management plan, the project scope statement, and other deliverables are maintained by carefully and continuously managing changes, either by rejecting changes or by approving changes thereby assuring that only approved changes are incorporated into a revised baseline.

The Change Management Plan includes the following change management activities in differing levels of detail, based upon the progress of project execution:

- Influencing the factors that circumvent integrated change control so that only approved changes are implemented
- Reviewing, analyzing, and approving change requests promptly, which is essential, as a slow decision may negatively affect time, cost, or the feasibility of a change
- Managing the approved changes
- Maintaining the integrity of baselines by releasing only approved changes for incorporation into the project management plan and project documents
- Reviewing, approving, or denying all recommended corrective and preventive actions
- Coordinating changes across the entire project (e.g., a proposed schedule change will often affect cost, risk, quality, and staffing
- Documenting the complete impact of change requests.

Changes may be requested by any stakeholder involved with the project. Although they may be initiated verbally, they should always be recorded in written form. Change requests processes may require information on estimated time impacts and estimated cost impacts. Every documented change request must be either approved or rejected by some authority within the project management team or an external organization. The project coordinator is given authority to approve certain types of change requests as defined in the project's roles and responsibilities documentation. Approved change requests can require new or revised cost estimates, activity sequences, schedule dates, resource requirements, and analysis of risk response alternatives.

5 Communication, Effort and Cost Management

5.1 Communication Management

The Communication Management Plan sets the communications framework for R4C. It will serve as a guide for communications throughout the life of the project and will be updated as communication requirements change. This plan identifies and defines the roles of R4C project partners as they pertain to communications. The consortium is employing a variety of dissemination, raising awareness as well as exploitation strategies that will target to reassure the dissemination of project's activities and outcomes at national, European level and beyond. Furthermore, it provides the mechanisms for effective community building and active participation in order to encourage a better sharing of experiences among practitioners across Europe. To maximize dissemination and impact outcomes key stakeholders from all necessary areas of expertise are included in the consortium. These institutions are highly reputable within their respective peer groups and thus have a significant networking and consensus building capacity. The communication and dissemination management is described in detail in **D6.1 Dissemination plan**.

5.1.1 Description of planned communication and dissemination activities

The following table shows an overview of all planned dissemination activities. It will be used for planning, progress management and reporting purposes. Regular update of the table is required throughout the duration of the project. The basis of the changes is the country specific dissemination plan.

Table 4. R4C planned communication and dissemination activities

Phase / activity	Deadline	Who	Dependence
Phase 1 / preparation phase	January 31st 2020		Inputs required from all partners
First R4C-Newsletter will be published the December edition of the ESHA magazine (https://www.esha.org/eshamagazine/)	November 20th 2019	ESHA	Announcement about the R4C project, partners disseminate in their own network, ESHA will publish on website.
Registration of domain www.reflecting4change.eu	November 22nd 2019	ESHA	
One-page project description for project website finalised.	November 30th 2019	ESHA	Request to update on partner's websites (see https://www.esha.org/esha-projects/).
Development of logo	November 30th 2019	ESHA	To be shared with all partners.
Version 1 of dissemination plan	November 30th 2019	ESHA	Partners provide introduction of maximum 250 words to themselves including logo and contact details (Name, email, website)
Social media accounts are opened on Twitter and LinkedIn	November 30th 2019	ESHA	

Social media activities	December 1st 2019 – October 2021	EA, ESHA, CITTA, NUCLIO, EDEN	All partners are active on Twitter, LinkedIn and Facebook
First draft of functional design for www.reflecting4change.eu	December 15th 2019	ESHA	To be shared with all partners.
R4C Leaflet	December 15th 2019	ESHA	Inputs required from the partners.
Agreement partners on functional design of website	December 31st 2019	ESHA	Inputs required from all partners.
Inclusion of content for functional design of website	January 15th 2020	EA, ESHA, CITTA, NUCLIO, EDEN	Inputs required from all partner.
Finalisation of dissemination plan	December 31st 2019	ESHA	This document will remain a working document throughout the project.
Publishing of the first version of website	January 15th 2020	ESHA	Feedback required from all partners
R4C Website goes live	January 31st 2020	ESHA	Feedback required from all partners
Press release to be provided		EA	Proposed: highlighting the set-up of the R4C project with aims. Dissemination through the project website by ESHA, partners disseminate through their networks, activity on social media.
Phase 2 / targeted communication phase	**February 1st 2020 – March 31st 2020**		
Second Newsletter	To be decided	ESHA	Announcement about milestone in R4C project, partners disseminate in their own network.
Journal Publications	To be decided	EA	Partners disseminate journal publications in their own network. ESHA will publish on the R4C website.
Planning of national events	To be decided	EA, ESHA, CITTA,	Feedback required about R4C-events from partners.

		NUCLIO, EDEN	
Phase 3: Broad / communication phase	**April 1st 2020 – October 2021**		
Third Project Newsletter	To be decided	ESHA	Announcement about milestone in R4C project, partners disseminate in their own network
National events	To be decided	EA, ESHA, CITTA, NUCLIO, EDEN	Feedback required about events from partners. Please fill in details in country dissemination reports.
Capstone Conference	To be decided	EDEN	80 participants (40 national/40 international)
Fourth and final Project Newsletter	To be decided	EDEN	Coverage of capstone conference, partners disseminate in their own network.

5.1.2 Conferences

The project partners with the coordination of ESHA will create a list of relevant conferences, where the R4C model can be presented.

5.1.3 National events

The OSOS summer school will be http://osos.ea.gr/ a great opportunity to not only present the project, and the deliverables done, but also to get feedback and useful comments from the target group, so teachers and school leaders from all around Europe.

5.1.4 Trainings

The partners will provide trainings during the piloting for the schools in order to implement the R4C model.

5.1.5 Publications

The partners will write at least one academic paper on the R4C model.

5.1.6 Network and associated partners

The network will create synergies with other relevant organisations and networks in order to widen the outreach and ensure the sustainability of the project.

5.2 Establishment of Effective Communication and Collaboration Channels

In the framework of R4C the consortium builds further on the self-reflection process by focusing on a more holistic approach towards innovation (school openness) that goes beyond the introduction of ICT-based innovation. The consortium continues the collaboration with the Joint Research Centre (which provides independent scientific advice and support to EU policy) and the SELFIE development team will follow the projects development and findings to explore their integration in the next phases of the SELFIE development. Also, the consortium approach is informed by the research interests and the plans of the SELFIE team (see Annex 1). The partnership considers that this networking with key

stakeholders as major factors of the viability and the effectiveness of the results of the proposed work. So, the R4C consortium will try to establish an effective communication and collaboration with a) the Joint Research Centre of the European Union which holds a major role in implementing the SELFIE tool to European Schools, b) the European Education Policy Network, the ERASMUS+ European Policy Network on Teachers and School Leadership and c) the ET 2020 Working Group on Digital Education: Learning, Teaching and Assessment.

Additionally, the consortium will capitalize on the work of the OSOS Coordination Action that has created a large network of open schools in Europe. Project partners will ensure that R4C will create synergies and collaborations with other relevant Erasmus plus projects as well as to national projects and initiatives. The synergies will create the widest possible impact of the project and will support its sustainability.

5.3 Effort and Cost Management

5.3.1 Budget and Cost Effectiveness

The project involves 8 partners from 6 European countries (Greece, the Netherlands, the UK, Italy, Portugal, and Germany) and its funding lifespan has been planned across 24 months. The consortium has tried to allocate the appropriate resources for the implementation of all planned activities, in a rational and justified manner. The budget distribution foresees adequate resources for all project activities and aims to achieve an efficient and effective use of the available resources. Budget allocation has been subject to discussion, adjustment and approval among the partners before submission.

All costs are based on a precise calculation of what is necessary to achieve the project results and objectives, as demonstrated by the level of detail in the budget form. For purposes of coordination and collaboration, we will employ “cheap” means, such as web communication (internal webserver that is offered by the coordinator, e-mails), virtual meetings (through existing video-conferencing facilities), and so on. Face-to-face project meetings included in the proposal are the minimum number required for successful implementation of the project and they are taking place only during the project milestones. The partners commit their effort according to their activities of interest, contributing to all WPs. According to our view such a project that aims to present a holistic approach to schooling must take into consideration the feedback of all involved actors. At different tasks and foreseen activities, the most cost-effective option has been selected e.g. the consortium has agreed with EDEN that the closing conference in 2021 will take place in cooperation with EDEN Open Classroom Conference. This option will minimize the cost for the project while at the same time offers great visibility.

The most demanding task of the project, as far as the effort allocated is concerned, is the organisation and the operation for a full year a network of 300 schools. To achieve this and to offer an economy of scale that R4C consortium and more specifically the partners IEP, CITTA and NUCLIO will set up their national school networks by mobilizing the existing networks of schools that are already in place. This will safeguard that the majority of the schools will be ready to be involved in the project in September 2020. These partners have the capacity to involve schools in innovative projects and actions so this will be done in the framework of R4C with the minimum possible effort. Still as this is a rather demanding task the project management of the project will take all the necessary measures to fulfil this task in the most effective way.

Additionally, the consortium aims to organise at two International Professional Development Courses for school heads and teachers through mobility grants and thus contribute to the validation and enrichment of the implementation materials. The expenses of the realisation of these activities will be mainly covered from the grants that the participants could receive from their National Agencies (using the Erasmus+ KA1 mobility grants). In this way the project resources will be used in a more effective way offering significant impact to target groups that are not directly connected with the participating institutions. Moreover, the consortium will promote synergies among participating schools as well as

with external stakeholders in the educational landscape towards the formation of new partnerships and possible exploitation of Erasmus+ KA2 grants towards enhancement and strengthening of school profiles. For the project team the number of participants who will receive funding from the ERASMUS programme is a key performance indicator as based on the popularity of these courses (mainly the second one when the projects tools will have been tested) the consortium will set up its exploitation strategy for the development of the School Innovation Academy.

Regarding financial management, all partners possess solid financial procedures within their organisations and have experience in EC projects financial reporting (recording of all project expenses, staff costs justified by relevant invoices, contracts and analytical timesheets). Moreover, EA will be requesting by all partners on a regular basis (every 6 months) proof of financial expenses related to the project and will be checking the expenses' eligibility according to the guidelines set by the EC. The ultimate task is to secure direct reconciliation between revenue and expenditure.

5.3.2 R4C Financial Planning

The R4C project consortium contains all the necessary competences that will ensure the successful execution of the work planning. The financial planning includes the resources needed to make all these come together, i.e. to accomplish synthesis, by allocating personnel and other resources that allow an organized collaboration among partners. The effective execution of work and financial planning will ensure an overall successfully completed project. The Community contribution is EUR 666.585 (75% of total budget) on actual incurred costs, distributed as follows:

- Pre-financing: 40% subject to signature of the Internal Cooperation Agreement;
- Second pre-financing: 40% subject to acceptance of the Progress Report & if 70% of the first pre-financing has been used up;
- Balance payment: 20% at the most, subject to acceptance of declared costs.

The estimated person effort for the realization of the work foreseen is 3379 days which is distributed as follows:

Table 5. Effort allocation (staff days) per partner

No of Work package		Partners involved	Number of staff days				
			Category 1	Category 2	Category 3	Category 4	Total
1	**Lead partner**	EA		64			64
		ESHA		24			24
		EDEN		44			44
		Science View		51	86		137
		UBT		24			24
		IEP		60			60
		CITTA		40			40
		NUCLIO		68			68
Subtotal				**375**	**86**		**461**

2	**Lead partner**	NUCLIO		77			77
		EA		49			49
		ESHA		16			16
		EDEN		27			27
		Science View		41	44		85
		UBT		14			14
		IEP		44			44
		CITTA		69			69
Subtotal				**337**	**44**		**381**
3	**Lead partner**	EA		65			65
		ESHA		60			60
		EDEN		51			51
		Science View		68			68
		UBT		20			20
		IEP		59			59
		CITTA		80			80
		NUCLIO		81			81
Subtotal				**484**			**484**
4	**Lead partner**	UBT		79			79
		EA		43			43
		ESHA		37			37
		EDEN		50			50
		Science View		91			91
		IEP		72			72
		CITTA		73			73
		NUCLIO		71			71
Subtotal				**516**			**516**
5	**Lead partner**	EDEN		83			83
		EA		34			34
		ESHA		55			55

		Science View		55			55
		UBT		17			17
		IEP		66			66
		CITTA		51			51
		NUCLIO		59			59
Subtotal				**420**			**420**
6	**Lead partner**	ESHA		84			84
		EA		47			47
		EDEN		76			76
		Science View		64			64
		UBT		21			21
		IEP		64			64
		CITTA		38			38
		NUCLIO		46			46
Subtotal				**440**			**440**
7	**Lead partner**	UBT	100	3			103
		EA		18			18
		ESHA		17			17
		EDEN		27			27
		Science View		49			49
		IEP		25			25
		CITTA		18			18
		NUCLIO		21			21
Subtotal			**100**	**178**			**278**
8	**Lead partner**	EA	200	15			215
		ESHA		16			16
		EDEN		35			35
		Science View		26			26
		UBT		22			22
		IEP		31			31

		CITTA		26			26
		NUCLIO		28			28
Subtotal			**200**	**199**			**399**
TOTAL			**300**	**2949**	**130**		**3379**

5.3.3 Financial templates, guidance and support

Ellinogermaniki Agogi (EA), being the Project Coordinator, is providing clear and timely electronic instructions & templates to Partners, through the electronic communication and the dedicated Google Drive. Templates shall be completed and delivered to EA on set time

The payments will be double checked by EA. The Project Partners have to inform EA if there are any changes in their Financial Identifications. All original receipts have to be recorded because the EC can request audit up to 2 years after receipt (Personal Costs: Timesheets, Contracts) of final payment. In particular, EA will:

- notify the Party concerned promptly of the date and composition of the amount transferred to its bank account, giving the relevant references
- perform diligently its tasks in the proper administration of any funds and in maintaining financial accounts
- Undertake to keep the Community financial contribution to the Project separated from its normal business accounts, its own assets and property, except if the Coordinator is a Public Body or is not entitled to do so due to statutory legislation.

6 Risk Management

6.1 Possible application issues

The objectives and workflow of R4C are well planned. The consortium is confident that the objectives defined are well achievable and this will be measured against the KPIs. In cases these cannot be handled by the involved Partners, the PMB will have to issue a proposal for partial or major modifications which are necessary to handle them. The PMB will consider the corresponding proposal for changes and decide whether changes would be within the overall framework of the current contract. Modification of some partial project tasks and re-arrangement of the manpower in the whole project are examples of measures that might be taken to guarantee foreseen objectives will still be achieved. The EACEA will be informed on any change. The project structure is an effective way of organizing work necessary to achieve project objectives, but flexibility is given to adapt to changing circumstances.

6.2 Possible partner-related issues

The Consortium Agreement will consider and specify clearly the responsibilities of the Partners that delay or refuse to submit their work. In general, the Partner in question shall be forced to continue and/or to complete current responsibilities. In the worst case their work will be either divided among other consortium partners, if resources are available, or a replacement will be brought in. This will be done via a contract amendment and if required a substitute partner will be invited to join the consortium. The rule that will be followed is that the achievement of the overall objectives of the project must be guaranteed.

6.3 Critical risks for implementation

A Risk Register will be used as a management tool, to appropriately manage the project risks that will eventually emerge. This register will be updated as soon as risks are identified / processed throughout the project. In the following table the structure of the Risk Register is shown, with some risks already identified and registered. Each risk is identified by its ID, and the category in terms of, **project management (PM), technology (T), resource (R) and educational (E)**. For each risk, an explanation is given for the contingency plan envisaged. All these risk factors have been plotted in terms of i) their potential occurrence and ii) their potential impact.

Table 6. Critical risks for implementation

ID	Description of risk and WP(s) involved	WP	Proposed risk-mitigation measures	Chance	Impact
PM1	Project execution risks (e.g. critical deliverables are delayed or poor quality). Possible delay in work plan	WP7, WP8	This risk is reduced by the partners' expertise experiences and processes established to ensure on time delivery. Quality procedures to deliverables, templates and guidelines are key elements for mitigating this risk.	Low	Medium
PM2	Partner problems (e.g. underperforming partners; disagreement between partners). WP leaders monitor progress (including potential partner conflicts) at WP level	WP7, WP8	Any problems which cannot be solved bilaterally, are referred to PC for mediation. The Consortium Agreement covers cases of underperforming partners and conflict resolution. The consortium is strong and cohesive with past successful cooperation experiences. The project partnership has long term	Low	High

			collaboration strings from previous projects which ensures good collaboration.		
PM3	Time delays, deadlines cannot be met (e.g. key deliverables are delayed). Lack of internal coordination leads to unexpected delays	WP7, WP8	Revision of work plan. PC organisation and checkpoints will monitor, detect problems early and take corrective action.	Low	High
PM4	Difficulties in consortium coordination	WP8	The consortium has worked together in other projects, whereas partners have a high degree of complementarity. The project coordinator has great experience in bringing about collaborative projects and large-scale pilots to successful completion.	Low	High
PM5	Dissemination and communication risks (e.g. not reaching correct audience for project results. Lack of communication of project results that leads to limited impact	WP6	Early dissemination strategy planning to identify the audiences and how to reach them. R4C partners have significant presence in various disciplines. Dissemination through publications, white papers, workshops and conferences.	Low	High
PM6	Development schedule might be too aggressive. Are there any slacks?	WP7, WP8	The project has been designed to use an iterative method, so all problems if any, will occur quite early, and will give time to react.	Medium	Medium
R1	Expertise risks (e.g. a key person with a specific expertise leaves the project, delaying work plan	All	Quality project documentation and horizontal support. Contingency plans involve rescheduling of work and training. Tight project reporting at WP and project level and prompt response by the Project Coordinator.	Medium	Medium
R2	Lack of resource commitment	All	Commitment of all partners at the outset including the signing of the consortium agreement	Low	Medium
R3	Shortage of resources	WP8	If the requirements analysis and design phase of the project reveals that the dedicated resources and time-schedule are not compliant with the wideness of the topic, a scope reduction might be applied, e.g. additional	Medium	Medium

			assumptions introduced to limit the complexity. Nevertheless, a full plan of development and validation based upon the subset will be run.		
T1	Technological solutions and tools are quite complex for schools	WP1, WP2, WP3, WP4	The technology selections will be as such to minimize this risk from start. The project will use existing solutions used from many schools	Low	Medium
E1	National educational policy moves to different directions from the EU framework	WP1, WP2, WP3	R4C will follow a targeted approach for all project countries as part of the work mainly in WP2	Low	High
E2	Evaluation questionnaires not filled by teachers and students	WP4	Each activity will have at least one person partially dedicated to encourage participants to participate to the survey	Medium	High
E3	Reluctance of schools to join the project	WP3	IEP, CITA, NUCLIO have well established school communities in their countries. These schools are ready to act as test-beds for innovative projects and actions. Additionally, ESHA will bring motivated head teachers and teachers into the project.	Low	Medium