

**Project title:** L-Cloud: Developing Tomorrow's Cloud Education Leaders

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**Implementation period:** October 2018 – September 2020

## CONTINGENCY PLAN FOR RISKS FOR THE L-CLOUD PROJECT

This is a Contingency Plan regarding the L-CLOUD project reflecting potential risks that might happen during its development and the proposed actions to be implemented in order to safeguard it.

<b>RISK /POSSIBLE SITUATIONS/EMERGENCIES</b>	<b>ACTION to prevent/Alternative</b>	<b>SOLUTION/HOW TO HANDLE IT</b>
<b>Goals</b> Risk: Development of the project so that it does not conform to the goals and objectives set in the proposal for the project.  Risk: Development of the project so that it neglects the basic aims of the priority under the Erasmus+ programme that the project is supporting	Constant following of goals and objectives set in the proposal by each Work-package leader. Identifying aims that are not feasible to be achieved in the context of the present project  Identify the basic aims and objectives of the programme and examine whether it is feasible to promote each of them in the context of the project.	Develop documentation justifying the reason for changing/ abandoning the goal and discuss it with the Coordinator in the first place and in the next meeting in the second place. Inform the Funding Authorities about the reasoning for change/ abandoning.  Examine ways of considering the inclusion of activities for the achievement of these aims. Justify the reasoning for neglecting.
<b>Intellectual Outputs</b> Risk: Delay/ failure in completion of a product / constituent of an IO according to timetable	Constant observation of the IO plans specifying timetables, responsibilities and procedures for observing the work achieved. Continuous monitoring so that the work could be assign to another participant	IO leaders report regularly. If there is a delay or failure discuss it with the coordinator or at the next meeting with the partners and decide accordingly, depending on the reasons that led to this

<p>Risk: The quality of a product is of lower or ambiguous standards than the ones set by the proposal or during the meetings of the consortium</p>	<p>Constant consideration of the points identified at the end of this document as “Basic Points for establishing Quality Assurance for the various Products”.</p>	<p>Develop means for assessing these points (e.g. questionnaires, internal evaluators’ comments,...) Request the comments of the external evaluator.</p>
<p><b>Other Activities / Outputs (Multiplier Events, Training activities etc)</b> Risk: Delay or failure to promote/ implement/ complete the work expected to be part of an activity</p> <p>Risk: Misunderstandings in the development of an Activity in relation to what is expected</p>	<p>Development of plans for each activity specifying timetables, responsibilities and procedures for observing the work achieved. Frequent progress reporting by email and through regular project meetings.</p> <p>Regular assessment of what has been achieved in relation to goals (qualitatively, quantitatively, timetables, plans...)</p>	<p>Develop checklists so that each leader responsible will know where he/she stands and take the necessary action for correcting the situation. (Identifying difficulties, asking for help in the context of his/ her institution, changing personnel, Informing the Coordinator about the issue, Discussing the issue in the next meeting )</p> <p>Go back to the proposal and goals. Follow a hierarchical model to identify what is wrong (leader, coordinator, meetings) Exchange of ideas. Review the situation and proceed to the necessary adaptations (possibly by giving extra resources or reassigning responsibilities)</p>
<p><b>Partner response and cooperation</b> Risk: A partner institution does not respond/ reciprocate/ delay in fulfilling or to proceed/ promote the responsibilities/ obligations it undertook in the context of the project.</p> <p>Risk: one or more of the personnel planned to be involved in the work has to resign/ leave</p>	<p>Monitoring developments by constant communication Identify reasons a for possible delay/ failure</p> <p>Monitoring the work by each WP leader and identifying the reasons for a possible resignation or not adequate response by a member of the team . Be prepared for replacement.</p>	<p>Depending on the reason</p> <ul style="list-style-type: none"> <li>• Provide help at the coordinators level</li> <li>• Reassign responsibilities or make changes as to what is to be achieved</li> <li>• Inform the Funding authorities and ask for permission for changes in the original plan</li> </ul> <p>Depending on the reason</p> <ul style="list-style-type: none"> <li>• provide support to the person</li> <li>• make changes in the assignment of the responsibilities</li> <li>• make changes in the personnel involved, after informing appropriately</li> </ul>
<p><b>Monitoring the indicators</b> Risk: Failure to achieve an indicator set</p>	<p>Monitor the set of indicators identified in the proposal and extended during the various meetings. Each WP leader to identify the indicators that are depending on the work in his/her work</p>	<p>In case of delay/ failure in reaching the required levels of achieving an indicator</p> <ul style="list-style-type: none"> <li>• identify reasons and provide help to remedy the situation at the WP leader level</li> </ul>

	Each WP leader to report in each meeting on the extent of achievement of each indicator up to that stage..	<ul style="list-style-type: none"> <li>• identify reasons and provide help at the coordinator's level</li> <li>• discuss the issue at the next meeting level and decide accordingly (how to remedy the situation, if possible, how to make any changes if necessary)</li> </ul>
<p><b>Use of Digital Technology and Means</b> Risk: Some activities planned through ICT means fail to reach the expected readers (online application forms through the Internet, pdf attachments, etc...)</p> <p>Risk: Issues that violate the recent European Legal Requirements for personal Data</p>	<p>Thorough testing of the available electronic means aiming at reaching the teachers, pupils, other participants in reading and reacting about the activities</p> <p>Design alternative means, if possible, in order to safeguard the implementation of the activities. Provide more than one option to reach the information, like download files instead of online submission, fax option or even mailing option.</p> <p>. Design alternative means, if possible, in order to safeguard the implementation of the activities. Provide more than one option to reach the information, like download files instead of online submission, fax option or even mailing option.</p>	Provide alternative means for implementing activities that failed to be implemented through the initially planned means (e.g. if a teleconference failed because of failure of equipment at a school level, use a video or other means that can be used at the school level)
<p><b>Budget /Eligibility/reallocation</b> Risk: Including actions that are not eligible for financing in the context of the present project</p> <p>Risk: Funds, under certain items, are not used and there is need for reallocation</p>	<p>Avoid such actions</p> <p>Make a proper management of the available funds</p>	<p>In the case such actions are considered essential for the success of the project</p> <ul style="list-style-type: none"> <li>• try to find alternative funding</li> <li>• discuss it with the coordinator and try to see if the ineligibility criterion can be overcome</li> <li>• ask the help of the funding authorities for making changes and using funds that have not been used.</li> </ul> <p>If some funds have not been used</p> <ul style="list-style-type: none"> <li>• find out whether there are possibilities for the reallocation</li> </ul>

<p>Risk: Funds, under certain items, are not enough</p> <p>Risk: There is a loss of money because of unexpected developments (e.g. a bank's or airline's bankruptcy, bail in etc)</p>	<p>Try to keep in the context of the budget .</p> <p>Keep the money for the project in various accounts in different countries, make possible provisions for Insurance .</p>	<ul style="list-style-type: none"> <li>• identify whether there is need for justification of the not used funds</li> <li>• determine the procedures that will allow the reallocation</li> </ul> <p>Find out whether there are funds in other areas of the project that can be used for this area</p> <p>In case of a loss adapt the budget (e.g. by minimizing expenses, reallocation etc) and apply for permission.</p>
<p><b>Dissemination/ Effectiveness/ Impact</b></p> <p>Risk: The planned actions in the proposal cannot be implemented for various reasons (luck of time, failure of completion of products, luck of funds, limitations in the communication/ dissemination systems that were designed, limitations by the institutions for sustainability ...)</p> <p>Risk: Not enough marketing messages for promotion</p> <p>Risk: The effectiveness of the deliverables/ results is doubtful</p>	<p>Plan ahead for dissemination activities and the actions that will safeguard the highest impact of the outcomes of the project. This planning should include timetables for the activities, provisions for funds, safeguarding/ identifying the proper dissemination systems,</p> <p>Constant exchange of ideas about marketing the various activities of the project and assessment of their effectiveness (by considering numbers of people involved, their reactions, expression of interest ...)</p> <p>Development of tools and exchange of ideas about the effectiveness/ impact of the produced results</p>	<p>At each meeting discuss the various activities planned and assess their impact</p> <p>Based on the assessment of the effectiveness of the messages change or adapt them. Reconsider the whole process</p> <p>Reconsider the process and discuss difficulties/ problems either by mail or during meetings</p>

<p>Risk: Not enough activities for dissemination of interim results or for involvement of the target groups during the period of development of the project</p>	<p>Constant consideration of the dissemination activities and their contribution towards the achievement of the indicators set</p>	<p>Reconsider the process and discuss difficulties/problems either by mail or during meetings</p>
<p><b>Ethics protection – Legal Issues</b>  Risk: Some of the results/ activities involved/planned might lead to violation of laws or other values that are guiding the contact of the partners (e.g. data of personal character, rights of the children involved violation of which might endanger their integrity)   Risk: Some activities may lead to copyright claims</p>	<p>Set rules that will keep the proper ethical standards and procedures relating to each activity/result that involves such issues   If parts or whole works of various authors/ editors/ producers are going to be used, observe/ safeguard that there are not going to be any copyright claims   Request release of rights and secure permission for publishing private data/video through signed documents</p>	<p>Establish structures that will consider the possible areas that need consideration and propose actions for prevention/ remedy   If there is such a copyright claim</p> <ul style="list-style-type: none"> <li>• try to explain and ask for permission</li> <li>• ask for legal advice</li> </ul>
<p><b>Evaluation</b>  Risk: Deficiencies in the evaluation procedures (including unsuitable questionnaires, limited assessment activities, limited processing of the information available, ...)</p>	<p>The evaluation procedures will seek to:</p> <ul style="list-style-type: none"> <li>- analyse to what extent the project has followed the activities in line with the objectives and aims outlined in the original project proposal and annexed to the grant agreement, i.e. the survey on practical placements, the establishing of several (pilot) regional quality reference centres (QRC), practical placement quality assurance tools and instruments such as checklists and templates, guidelines for the integration of student placements into the curriculum as well as for the organisation of transnational work placements.</li> <li>- assess the acceptability of the deliverables with regards to content and correspondence to project and programme objectives</li> <li>- assess, more specifically, with regards to the deliverables their relevance, the quality of achievements, the quality of presentation of achievements and the layout/editing.</li> </ul>	<p>Design the necessary tools/ procedures, as they arise from the comments in the left cell) in order:</p> <ul style="list-style-type: none"> <li>• to collect the information required at each stage of the project for achieving the various aspects, mentioned in the left cell</li> <li>• to process this information and present it at various levels (meetings, dissemination events, interim and final reports etc)</li> <li>• to use the assessment as a feedback at various levels of the project in order to make adaptations, corrections or any other action will be considered as necessary</li> </ul>

	- conclude by evaluating the acceptability of the project's results and by giving recommendations on potential improvements	
<b>Volume of participation in events</b> Risk: Low/High participation in some of the events	Establish ranges of numbers that predict/ determine the numbers of prospective participants (in training activities, competitions etc) and set the limitations that will safeguard participation in the planned levels. Establish the requirements, in terms of capacity and volume, for the platform to give the possibility to manage the content (videos etc) that will be submitted by the participants.	
<b>Negative publicity (through Facebook)</b> Risk: Negative Reactions through various social/ mass media means to the results, activities of the project	Follow the various reactions of people in social/ mass media	Determine processes to identify these negative reactions Establish an office of public relations and information that will justify the work of the consortium and give answers to these negative reactions

### Basic Points for establishing Quality Assurance for the various Products-Outputs-Results

For the development of each result and the materialization of its products/ constituents/ outputs it is useful to keep records/ comments/ opinions concerning the following points:

- Conformity to Goals and Objectives
  - Of the project itself, as they were identified in the proposal
  - Of the Erasmus+ programme
  - Of the national and/ or EU priorities and policies

- Quality of the results/ products and suitability for the target groups
- Impact/ Contribution of the results / products at local/ national/ international level as well as practical aspects that identify their value (e.g. European added value, by teachers formal qualifications acquired by teachers etc)
- Prospects/ actions for exploitation and dissemination
- Prospects/ actions for sustainability
- Obstacles overcome or deficiencies addressed and lessons learned
- Indicators that show results relative to what was planned
- Strengths and weaknesses of each result
- Content quality
- Overall significance of each result for target audience (user friendliness), structures or systems

Furthermore the communication of any of these elements to the partners (at various stages but mainly at the meetings or during the preparation of the Reports) will help for feedback and for identification of the necessary issues concerning the development of the products and the interim and final reports.