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Project title: “L-Cloud: Developing Tomorrow’s Cloud Education Leaders”

Reference number: 2018-1-CY01-KA201-046859

Implementation period: October 2018 – September 2020

Management Plan

Work Flow

Updated 29 March 2019 (V1 released on 24 September 2018)

Date	No	Activity	Status	DONE?
MONTH 1 October 2018		2018		
October 2018	MGT	Partner agreements signed Formation of the project leading team(Steering Committee) between the coordinator and the 3 IO leaders.		done
October 2018	MGT	First instalment payment to partners is made		done
	MGT	Project Quality Assurance Chair – Andreas Skotinos Quality Assurance Committee: 1 representative from each partner	Formed In PM1	done
October 2018	O1	Output 1 work begins O1: Guidelines for Skills and Competences for Adaptive Education Cloud Leaders O1/A1: Preparation - Clarifications and Definitions	On going	done
October 2018	MGT	Website www.L-cloud.eu published		done
October 2018	MGT	First Press Release in English. Partners translate into national languages and they publish. Send copies of published Press Release to the coordinator and url links to published locations.	EN GR RO PendingFR PendingIT PendingES PendingNL	
MONTH 2 November 2018				
21-22 November	M1	Meeting 1, Nicosia , Cyprus		done

		Location: 36 Stasinou Street, Office 102-104, Strovolos 2003, Nicosia, Cyprus. T. +35722283600		
		Meeting Evaluation (online)	Completed. Report is expected by meeting 2	
November 2018	MGT	Quality Assurance strategy statement developed and signed during meeting 1		Done
November 2018	MGT	Contingency Plan developed and signed during meeting 1		Done
November 2018	MGT	Initial Dissemination plan agreed during meeting 1	Pending Discussed in meeting 2	Done
	O1	O1/A2: Development of Chapter1 Annex 2 : Best Practices: 21 December 2018	Pending	Done
	O1	O1/A3: Start of Development of Chapter2	Pending Receiving docs 5 April from partners	14 April
INDICATORS		SEE LIST AT THE END OF THE TABLE	6 Months measure	Done
MONTH 3				
December 2018	MGT	Minutes of meeting 1 finalized and approved	approved	done
December 2018	O1	O1/A3: Development of Chapter2 O1/A1: Annex 1: 19 December (National Reports) O1/A2: First step(links of competence framework) 19 Dec O1/A2: Second stage: 15 January 2019 O1/A2: Annex 2 : Best Practices at National or European level: 21 December 2018	Pending closing Receiving docs 5 April from partners	14 April
2019				
MONTH 4 January				
January 2019	MGT	Quarter I (Oct2018-December 2018) reports to be sent. Forms FQ, F1, F2, F3 Send reports for review and after reply by Coordinator you can make them final with signature and stamps and be sent back in pdf. You keep the original. Evidence for travel and hotel should be saved also.	Pending for completion Expecting from some partners.	
January 2019	O1	O1/A3: Ending of Development of Chapter2 O1/A2: Second stage: 15 January 2019	Pending closing Receiving docs 5 April from partners	14 April

January 2019	O1	O1/A4: Start of Development of Chapter 3 (30 January)	Pending closing Receiving docs 5 April from partners	14 April
MONTH 5 February 2019				
1 February 2019	O2	Begin work of O2 O2: Qualification Framework for Education Cloud Leaders based on Skills and Competence	Started and discussed in meeting 2	31 May
	O2	POD preparation	By UB	1 May
	O2	Leadership Framework	EUROGEO	15 May
	O2	O2/A1 Validation and preparation/methodology for Focus group	UB, EUROGEO, DLearn	31 May
	O1	O1/A4: Development of Chapter 3	Receiving docs 5 April from partners	14 April
MONTH 6 March 2019				
Meeting 2		Meeting 2 in Romania (28-29 March 2019, Alexandria)	Invited	
March 2019	O2	O2/A1: Definition of the competence framework	As above analysis	
March 2019	MG	Translations of some pieces of the website to be sent by each partner	Text to be translated will be sent to partners	15 April
	O1	O1/A4: Ending of Development of Chapter 3 O1 FINAL EN Version	EN Version	
30 March 2019	O1	End of OUTPUT O1 in EN		10 May
		Design cover pages to be agreed	IT will propose	10 May
	DISS	Dissemination at EUROMATH & EUROSCIENCE 2019		done
		EUROGEO 2019		done
MONTH 7 April 2019				
April 2019	O1	Publish First Draft of Output O1 Apply for ISBN	Wait for May	
	MGT	Minutes of meeting 2 finalized and approved		
	O2	O2/A1: Definition of the competence framework	See above	

April 2019	MGT	Each partner reports on Dissemination Activities and Indicator related evidence covering the project period until the end of March 2019 (first six months). Evidence should be reported.	Refresh By 30 April	
April 2019	O1	Send the quarter II(January – March 2019) report (FQ, F1, F2, F3, ...)		
	MGT	Quarter I (January2019-March 2019) reports to be sent. Forms FQ, F1, F2, F3 Send reports for review and after reply by Coordinator you can make them final with signature and stamps and be sent back in pdf. You keep the original. Evidence for travel and hotel should be saved also.	2nd payment after the 7th month	
	O3	Begin O3/A1: Course Design (face-to-face and Cloud based webinar).		
MONTH 8 May 2019				
	O2	O2/A1: Definition of the competence framework	See analysis above	
	O2	Begin O2/A2: Competence framework consultation and validation		
	DISS	Dissemination in ERASMUS Congress ERACON 2019	Presentation	
MONTH 9				
5.6.2019	O2	O2/A2: Competence framework consultation and validation	See analysis above	
		Course on the EPALE Platform	DOUKAS EACG	
MONTH 10				
July 2019	O2	O2/A2: Competence framework consultation and validation	See analysis above	
	O3	Begin O3. A course design for developing adaptive education cloud leaders		
	MGT	Quarter I (April2019-June 2019) reports to be sent. Forms FQ, F1, F2, F3 Send reports for review and after reply by Coordinator you can make them final with signature and stamps and be sent back in pdf. You keep the original. Evidence for travel and hotel should be saved also.		
		Translated O1 into partner languages	30 July 2019	
MONTH 11				

August –Sept 2019	O2	O2/A2: Competence framework consultation and validation		
	O3	O3/A1: Course Design (face-to-face and Cloud based webinar).		
MONTH 12 Sept				
Meeting 3	M3	Meeting 3, Barcelona, Spain	12-13 September Arrivals 11 September Ending at 13.00 of 13 September	
September 2019	O2	O2/A2: Competence framework consultation and validation		
Sept 2019		Social Media in place (FB, LinkedIn)	EACG	
Sept	MG	Partners submit required documentation for interim report		
Oct-Nov 2019	O2	Begin O2/A3: Definition of an International Professional Certification Programme		
	O3	O3/A1: Course Design (face-to-face and Cloud based webinar).		
	O3	Translation of the course design O3 into French, Romanian, Italian, Spanish and Greek (partner country languages)		
	DISS	electronic news letters will be sent to more than 50,000 school establishments (within Europe) asking them to declare interest to attend one of the 6 ME organized by the partners in Cyprus, Belgium, Italy, Romania, Spain and Greece.		
	QEV	1 st Quality Evaluation Report		
		Follow up projects (discuss during meeting 3)		
		End of Interim Report Period		
MONTH 13 October 2019				
		DEADLINE for interim report		
15 October	O2	O2/A2: Competence framework consultation and validation		

	O2	O2/A3: Definition of an International Professional Certification Programme		
	O3	O3/A2: Course Resources Development		
	MGT	Quarter I (July2019-September2019) reports to be sent. Forms FQ, F1, F2, F3 Send reports for review and after reply by Coordinator you can make them final with signature and stamps and be sent back in pdf. You keep the original. Evidence for travel and hotel should be saved also.		
	MGT	Minutes of meeting 3 finalized and approved		
MONTH 14 November 2019				
	O2	O2/A3: Definition of an International Professional Certification Programme		
	O3	O3/A2: Course Resources Development		
MONTH 15 December 2019				
	O3	O3/A2: Course Resources Development		
2020				
MONTH 16 January 2020				
Meeting 4	MGT	Meeting 4 Athens, Greece	31 January – 1 February	
TRAINING EVENT	C1	Training Activity back-to-back to meeting 4 Duration: 3+2 = 5 days Piloting Training days: Place: DOUKAS School /Athens Region	27-31 January	
January 2020	O3	Start adjustments		
January 2020	MGT	Quarter I (October2019-December2019) reports to be sent. Forms FQ, F1, F2, F3 Send reports for review and after reply by Coordinator you can make them final with signature and stamps and be sent back in pdf. You keep the original. Evidence for travel and hotel should be saved also.		
	O3	O3/A2: Course Resources Development		
	O3	Begin O3/A3: Course Implementation (piloting)		
MONTH 17 February 2020				

	O3	O3/A2: Course Resources Development		
	O3	O3/A3: Course Implementation (piloting)		
	MGT	Minutes of meeting 4 finalized and approved		
MONTH 18 March 2020				
	MGT	Send photos of dissemination activities		
	DISS	Dissemination in EUROMATH & EUROSCIENCE 2020		
MONTH 19 April 2020				
	MGT	Quarter I (January2019-March2019) reports to be sent. Forms FQ, F1, F2, F3 Send reports for review and after reply by Coordinator you can make them final with signature and stamps and be sent back in pdf. You keep the original. Evidence for travel and hotel should be saved also.		
MONTH 20 May 2020				
May 2020	DISS	Dissemination and Promotion Activity during ERACON 2020		
	O2	O2/A4: Adjustments of the certification programme, after testing		
	ME	MULIPLIER EVENTS in CY, GR, ES, RO, BE, IT Schools management under Cloud= Adaptive School Leaders (Local dissemination and round-table event to raise awareness.) Target Audience: Key persons in private/public Primary and Secondary Education School establishments as well as decision making officials from local and European educational authorities and bodies. Recorded multiplier event on the L-Cloud web page.		
MONTH 21 June 2020				
	O2	O2/A4: Adjustments of the certification programme, after testing		

	ME	MULIPLIER EVENTS in CY, GR, ES, RO, BE, IT		
	ME	Promote ERASMUS staff Training Events in parallel to Multiplier Events		
		the project's outputs will be published on the School Education Gateway to attract more school leaders from all over Europe.		
MONTH 22 July 2020				
FINAL Meeting	MGT	Final Meeting 5 in Cyprus		
	MGT	PRESS Conference during meeting 5 Dissemination (public articles)		
	MGT	Quarter I (April2019-June2019) reports to be sent. Forms FQ, F1, F2, F3 Send reports for review and after reply by Coordinator you can make them final with signature and stamps and be sent back in pdf. You keep the original. Evidence for travel and hotel should be saved also.		
MONTH 23 August 2020				
	MGT	Minutes of meeting 5 finalized and approved		
	MGT	Dissemination		
MONTH 24 September 2020				
	QEV	2nd Quality Evaluation Report		
		Final Report Documents		
	MGT	Quarter I (July2019-September2019) reports to be sent. Forms FQ, F1, F2, F3 Send reports for review and after reply by Coordinator you can make them final with signature and stamps and be sent back in pdf. You keep the original. Evidence for travel and hotel should be saved also.		
		END OF PROJECT		

NOTES for Reference

INDICATORS

A. Perform corrective/preventive actions (target < 20%)

- B. Project Management Level:
- Schedule Performance Index (Budgeted Cost of Work Performed / Budgeted Cost of Work Scheduled)
 - Cost Performance Index (Budgeted Cost of Work Performed / Actual Cost of Work Performed)
 - Number of meetings carried out (target = 5 transnational meetings)
 - Number of deliverables submitted on time (target 100%)
 - Number of budget revisions (target 0)
 - Number of reallocation of responsibilities (target < 10%)
- C. Project Quality & Impact Level:
- Number of events organised per partner:
 - a. 1 local multiplier event/partner country (target = 6)
 - b. 2 partners' meetings in the Applicant's partner country (target = 2)
 - Number of trainings provided (target = 1 C1 in the P4's partner country)
 - Number of visits of the project website (target >60/ month)
 - Number of stakeholders reached (target >50000)
- D. Two (2) quality evaluation reports are foreseen for this project, one at the end of the first year of the project and one at the end of the project.

FULFILMENT INDICATORS, RELATED TO A TASK CONCLUSION. They are related to ratios that indicate the achievement degree of task and/or duties, e.g. number and quality of duties fulfilled, minimum number of participants, etc.;

EVALUATION INDICATORS, related to the ratios and/or methods that help in performance identification and improvement opportunities for tasks, process or intellectual outputs activities. Some examples includes the qualitative and quantitative results obtained in the validation phase, or the internal communication indicators;

EFFICIENCY INDICATORS, related to the ratios that indicate the invested time for the fulfillment of tasks/duties and the costs of it. Some example: the use of resources in different work packages, the incurred costs in management, etc.;

EFFICACY INDICATORS: related to ratios that indicate the capacity or success in the fulfillment of task and duties, such as the percentage of task accomplished at any moment or evaluation of intellectual output activities quality.

Management indicators, related to management and/or establishment of concrete actions to realize the planned activities. They are related to the ratios that allow the real management of a project, like project management tools use, the quality of the communications between the general coordinator and other partners, accuracy of the procedures, etc.

QUALITATIVE AND QUANTITATIVE INDICATORS

Overall project management:

- Quality of Project management arrangements – no more than 20% rate of delays in delivering results throughout the project
- Effectiveness of coordination by the project coordinator – no more than 20% rate of issues and problems detected in coordination
 - Effectiveness of the monitoring and evaluation processes – 100% of partners and coordinator compliance with quality monitoring process tasks.
 - Effectiveness of quality arrangements – 100% rate of compliance with recommendations and amendment according the problems detected.

Risks - Actions

RISK MANAGEMENT

- Risk: Slow synchronization among the partners - Actions: Implementation of management procedures, Strong coordination, Regular communication.
- Risk: Shortage of resources -Actions: Early warning of budget and personnel problems (it allows to take action in time), Flexible management of resources dedicated to the project, Agreement within the consortium.
- Risk: Inappropriate or insufficient development of dissemination materials - Actions: Review of dissemination tools according to the quality procedure, Updating of materials as the project is developed, Strong coordination of dissemination activities by the partner responsible, Active engagement of external agents and multipliers.
- Risk: Inappropriate collection and delivery of documents necessary for interim and final report - Actions: Early preparation for interim and final report, Good and continuous communication with the coordinator well before the deadline, Day-by-day financial management.
- Risk: Insufficient or weak output results - Actions: Strong and detailed planning strategy for each activity under each Intellectual Output, Early involvement in the follow up of each activity by the IO's Leaders and Project Manager.

CONFLICT

The above risks are some basic examples of possible risks that may occur. A Quality Plan including these above risks and possibly more will be developed to make sure that any risks will be handled effectively without causing any serious problems the project's evolvement and success.

In order to detect risks occurring, including risks not identified in the risk and contingency plan, it is important to:

- Constantly monitor the possible causes of the risks as listed in the table
- Respect and correct implementation procedures described in the management and quality plans.
- Coordination and monitoring of the different activities by Intellectual Outputs leaders.
- Day-by-day coordination and monitoring of project implementation by the project manager.
- Coordination and monitoring of quality control procedures.

In case any of the partners of the project would detect an occurring risk, she/he immediately inform the Project Manager in order to organise an ad-hoc virtual meeting to inform the consortium of the problem and to select the most appropriate mitigation strategy and remedial action.

To solve emerging problems, the consortium foresees two levels for conflict resolution:

1. The first level is within the Intellectual Outputs (each IO has a leader/coordinator). Conflicts concerning technical, technological or activity related issues first will be attempted to be resolved on IO level, where the leader will mediate. In the case the conflict resolution affects the work plan and expected results of the project, the management of conflicts asses to the second level;

2. The second level occurs in the Project Management and supportive Management Committee.

A set of indicators will be used to measure the impact such as:

1. Interest of teachers to participate in the pilot course and their evaluation of the course.
2. Interest generated by the multiplier events.
3. Visits to the project's website.
4. Reaction to Social Media communication.
5. Interest and articles written by journalists about the project's results and course that will be developed.
6. Interest generated by educational policy makers and their comments on this project.

DISSEMINATION Indicators

Project Devoted Website

Project Flyer , The leaflets will be produced by P1 in English and by the rest of the partners in the consortium languages (Greek, Spanish, French, Italian, Romanian).

Registration at the EU dissemination and EPAL platforms.

The consortium will attempt to develop 4 Newsletters

Online social networks are another dissemination tool/channel

L-CLOUD results may be disseminated through popular social networks such as Facebook

The partners' websites and the social media that each partner uses (social networks, blogs, social sharing websites, forums, etc.) will be pursued.

Each partner will pursue complementary dissemination paths (presence in local and EU events, meetings etc.)

IPR agreement , no publication of project results can be made without the agreement of the project manager and without mentioning the whole partnership. There is no private ownership by any partner for anything produced by this project. All outputs and results are Open Source and Open Access with requirement of reference to the project L-Cloud as source.

Annexed to the strategy, P1 will also include all the appropriate mechanisms for measuring performance and the impact of the dissemination activity, such as questionnaires, participants' lists, database of target group, database of stakeholders and a monitoring tool for all awareness raising activities carried out at local, regional, national and European level. The partners will have the responsibility of updating all tools, depending upon each completed task and forward them to the lead partner of each project activity.

More specifically, we intend to develop a MOOC (Massive Open Online Course) aiming at unlimited participation and open access via the web.

The EACG will make available and promote a certification programme by introducing the training and testing developed by the project.