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| Changing lives. Opening minds. |  | L-cloud logo |

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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 signedFormation 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 beginsO1: Guidelines for Skills and Competences for Adaptive Education Cloud LeadersO1/A1: Preparation - Clarifications and Definitions | **On going** | **done** |
| October 2018 | **MGT** | Website [www.L-cloud.eu](http://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 , CyprusLocation: 36 Stasinou Street, Office 102-104, Strovolos 2003, Nicosia, Cyprus. T. +35722283600 |  | **done** |
|  |  | 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 Chapter1Annex 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 Chapter2O1/A1: Annex 1: 19 December (National Reports)O1/A2: First step(links of competence framework) 19 DecO1/A2: Second stage: 15 January 2019O1/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, F3Send 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 Chapter2O1/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 O2O2: Qualification Framework for Education Cloud Leaders based on Skills and Competence | **Startedand 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 3O1 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 7April 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, F3Send 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, F3Send 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 SeptemberArrivals 11 SeptemberEnding 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** | 1st 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, F3Send 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 4Duration: 3+2 = 5 daysPilotingTraining 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, F3Send 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, F3Send 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** | 02/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** | 02/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, F3Send 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, F3Send 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 EPALE platforms.

**The consortium will attempt to develop 4 Newsletters**

**Online social networks are another dissemination tool/channel**

**LCLOUD 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.