



Project title: “STEAME GOES HYBRID: Blueprint Guidelines and Policy Recommendations.”

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CONTINGENCY PLAN FOR RISKS FOR THE “STEAME GOES HYBRID” PROJECT

This is a Contingency Plan regarding the “STEAME GOES HYBRID” project reflecting potential risks that might happen during its development and the proposed actions to be implemented in order to safeguard it.

RISK /POSSIBLE SITUATIONS/EMERGENCIES	ACTION to prevent/Alternative	SOLUTION/HOW TO HANDLE IT
Goals Risk: Development of the project so that it does not conform to the goals and objectives set in the proposal for the project.	Constant following of goals and objectives set in the proposal by the coordinator and each IO leader. Identifying aims that are not feasible to be achieved in the context of the present 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.
Risk: Development of the project so that it neglects the basic aims of the priority under the Erasmus+ programme that the project is supporting	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.	Examine ways of considering the inclusion of activities for the achievement of these aims. Justify the reasoning for neglecting.

<p>Intellectual Outputs Risk: Delay/ failure in completion of a product / constituent of an IO according to timetable</p>	<p>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</p>	<p>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>
<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 Risk: Insufficient or weak output results</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”. 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.</p>	<p>Develop means for assessing these points (e.g. questionnaires, internal evaluators’ comments,...) Request the comments of the external evaluator. IO leaders to report regularly about the output progress and expected results. If there the result of an output is weak it should be discussed at the next meeting with the partners and decide accordingly, depending on the reasons that led to this.</p>
<p>Other Activities / Outputs (Multiplier Events, Training activities etc.) Risk: Delay or failure to promote/ implement/ complete the work expected to be part of an activity 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. 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) 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>Management</p> <p>Risk: Inappropriate collection and delivery of documents necessary for interim and final report</p> <p>Risk: Conflicts within the Intellectual outputs or in the project management</p>	<p>Early preparation for interim and final report, Good and continuous communication with the coordinator well before the deadline, Day-by-day financial management.</p> <p>Monitoring developments by constant communication. Assuring that in a communication between partners there are always 3 persons participating. The 3rd person can act as moderator to avoid conflicts. Identify possible conflicts and mitigate them.</p>	<p>Redefine what is the appropriate collection of documents necessary for interim and final report by the coordinator. Ask for resubmission of the documents from the partner. Advice non-experienced partners what is considered to be appropriate collection of documents.</p> <p>Conflicts concerning technical, technological or activity related issues first will be attempted to be resolved on IO level, where the leader IO leader/coordinator 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; The second level occurs in the Project Management and supportive Management Committee.</p>
<p>Partner response and cooperation</p> <p>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>Risk: Slow synchronization among the partners</p>	<p>Monitoring developments by constant communication Identify reasons for possible delay/ failure.</p> <p>Monitoring the work by each IO 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>Implementation of management procedures</p>	<p>Depending on the reason</p> <ul style="list-style-type: none"> • Provide help at the coordinators level. • Reassign responsibilities or make changes as to what is to be achieved. • Inform the Funding authorities and ask for permission for changes in the original plan. <p>Depending on the reason</p> <ul style="list-style-type: none"> • provide support to the person. • make changes in the assignment of the responsibilities. • make changes in the personnel involved, after informing appropriately

<p>Monitoring the indicators Risk: Failure to achieve an indicator set</p>	<p>Monitor the set of indicators identified in the proposal and extended during the various meetings. The project coordinator and each IO leader to identify the indicators that are depending on the work in his/her work The project coordinator and each IO leader to report in each meeting on the extent of achievement of each indicator up to that stage..</p>	<p>In case of delay/ failure in reaching the required levels of achieving an indicator</p> <ul style="list-style-type: none"> • identify reasons and provide help to remedy the situation at the IO leader level • identify reasons and provide help at the coordinator's level • 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)
<p>Use of Digital Technology and Means 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>	<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>

<p>Risk: Not enough marketing messages for promotion</p> <p>Risk: The effectiveness of the deliverables/ results is doubtful</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>Risk: Inappropriate or insufficient development of dissemination materials</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>Constant consideration of the dissemination activities and their contribution towards the achievement of the indicators set</p> <p>Review of dissemination tools according to the quality procedure, Updating of materials as the project is developed, Strong coordination and transparency of dissemination activities by the partner responsible, Active engagement of external agents and multipliers. Share ideas of dissemination approaches, especially to non-experienced partners.</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>Reconsider the process and discuss difficulties/ problems either by mail or during meetings</p> <p>Reconsider the process and discuss difficulties/ problems either by mail or during meetings. More suggestions of new dissemination tools or dissemination approaches by the project consortium. Develop new dissemination material.</p>
<p>Ethics protection – Legal Issues</p> <p>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)</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>If there is such a copyright claim</p> <ul style="list-style-type: none"> • try to explain and ask for permission. • ask for legal advice

<p>Evaluation 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"> - analyze 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. - assess the acceptability of the outputs/deliverables with regards to content and correspondence to project and programme objectives - assess, more specifically, with regards to the outputs/deliverables their relevance, the quality of achievements, the quality of presentation of achievements and the layout/editing. <p>- conclude by evaluating the acceptability of the project's results and by giving recommendations on potential improvements</p>	<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"> • to collect the information required at each stage of the project for achieving the various aspects, mentioned in the left cell. • to process this information and present it at various levels (meetings, dissemination events, interim and final reports etc.) • 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
<p>Volume of participation in events Risk: Low/High participation in some of the events</p>	<p>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.</p>	
<p>Negative publicity (through Facebook) Risk: Negative Reactions through various social/ mass media means to the results, activities of the project</p>	<p>Follow the various reactions of people in social/ mass media</p>	<p>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</p>

<p>Changes due to a Pandemic. Risk: Delays and cancellations may occur due to Pandemic.</p>	<p>Plan ahead for delays in the project deliverables/outputs and the actions that will safeguard the highest impact of the outcomes of the project. Plan ahead for cancellations in transnational project meetings and learning/teaching/training activities. Be updated about the ongoing situation of a pandemic and the measures that need to be taken.</p>	<p>Work online:</p> <ul style="list-style-type: none"> • Meetings to be conducted through internet platforms online. • Distance cooperation <p>Reconsider the process and discuss difficulties/ problems either by mail or during online meetings. Decision, if needed, for extension of the project.</p>
<p>Risk: one or more of the personnel planned to be involved in the work is affected by the Pandemic.</p>	<p>Monitoring the work by each deliverable/output leader. Be prepared for redistribution of responsibilities.</p>	<ul style="list-style-type: none"> • provide support to the person. • make appropriate changes in the assignment of the responsibilities

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

For the development of each result and the materialization of its products/ constituents/ Intellectual 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 report.

Lastly, 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; Plan ahead;
- 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 organize an ad-hoc virtual meeting to inform the consortium of the problem and to select the most appropriate mitigation strategy and remedial action.