



Project title: Free Open Source Software for SMEs

Project activity:
Project Management, Coordination and Evaluation Plan (A2)

Version: 0.2

Thessaloniki, Greece



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Glossary of acronyms and abbreviations

FOSS4SMEs	Free and Open Source Software for Small Medium Enterprises
PM	Project Manager
PC	Project Coordinator
MC	Management Committee
AB	Advisory Board
QM	Quality Manager
FOSS-BU	Free and Open Source Software – Business User
ATL	Atlantis Engineering S.A.
Dlearn	EUROPEAN DIGITAL LEARNING NETWORK
SKUNI	University of Skövde
OFE	OpenForum Europe
FSFE	Free Software Foundation Europe
DIT	Dublin Institute of Technology
VET	Vocational Education and Training
ECVET	European Credit System for Vocational Education and Training
NA	National Agency

1. Introduction

The Management, Coordination and Evaluation Plan will govern the communication and reporting procedures for the whole FOSS4SMEs project. It defines a set of effective management guidelines for the project team concerning the organisation of the day-to-day work procedures, documentation mechanisms, meetings, etc. The aim of the Plan is to ensure the smooth implementation and development of the project as well as to provide an overview of how the high quality and exploitation of project outcomes will be ensured during the project time.

All project partners should be aware of all instructions and rules stated in this document, in order to facilitate management and coordination of the work of each team member and make it in a very coherent way.

In particular, the document provides an overview of:

- The project and its deliverables and
- The Management Plan, including
 - the management structure;
 - the management processes;
 - the coordination procedures;
 - the internal monitoring procedures.

Finally, it is strongly emphasized that this is a dynamic document that shall evolve as the project progresses and will be regularly updated to reflect up-to-date information.

2. Project Description

2.1. Overview

The FOSS4SMEs project intends to equip European SMEs with the skills and competences to properly use Free and Open Source Software, so to improve their digital performances and competitiveness. To reach this objective, the project intends to develop a free online educational resource for managers and staff of existing SMEs or start-ups, allowing them to uptake the open software digital transformation. The project also aims to facilitate recognition and transferability of competences, thus mobility, by implementing the ECVET system to the professional profile of the FOSS Business User (FOSS-BU).

The major project objective is to develop a training course to allow European SMEs to improve their competitiveness and performances by taking up the opportunities offered by digital era and current developments for businesses in ICT. The focus will be on Free and Open Software (FOSS) as an alternative solution to proprietary software, able to favour development of digital skills, increased security, reduction of costs and promotion of fair competition in the market.

The project addresses the VET priority aimed to enhance access to high-quality training, by increasing the quality, supply and accessibility of VET. The target group is adults working as staff of SMEs, not engaged in any formal education pathway (e.g. school, university), but who need to be provided with high quality lifelong learning to assure their continuous updating of

skills according to the trends of markets and technologies. Competitiveness of SMEs in Europe can be ensured by enabling them to take advantage of new opportunities in ICT and digital entrepreneurship, thereby equipping them to meet the challenge of larger and more competitive companies.

The project will promote work-place learning in European SMEs and flexible VET pathways, as the FOSS4SMEs training will be designed for a work-based learning approach and work-place learning in European SMEs. This will be guaranteed by the extremely practical nature of the course: it will be designed to be immediately applicable in the business context and will give the possibility to select the most relevant training tools according to the specific type of business of the target companies. The FOSS4SMEs project will provide sector case-studies to provide an understanding of applicability in different contexts and sectors and the direct exploitation by end-users in their every-day activities. The aim is to promote the use of ICT as a driver for systemic change in SMEs, through informal learning: FOSS4SMEs beneficiaries will not be involved in a traditional training course, rather they will be equipped with practical tools to use in their everyday activities, with the aim to learn-by-doing how to make the best use of ICT and FOSS.

By using FOSS, SMEs will increase their ICT performances while favouring Open education and an Open economy. The consortium strongly believes in Open education as the way people should produce, share, and build on knowledge. The course will be available as OER, accessible online and freely licensed to any user interested in modifying, adapting or enhancing it. It will be also available for any interested VET provider, with the possibility to adapt the material, if needed.

The course will be developed based on ECVET. A specific ECVET profile will be developed: the FOSS Business User. The proposed training will be an innovative educational resource for SMEs, as there are no previous initiatives promoting digital education of small firms towards FOSS. To assure wide exploitation at European level and free circulation of the knowledge beyond national borders, the ECVET profile aims to equip FOSS4SMEs students with a tool to increase learning achievements, employability and the recognition of competences.

In total more than 300 end-users will be involved during the training activities: SME managers, business executives and staff, which represent the direct target group. End-users will be involved first in a “training gaps and motivation analysis. Subsequent to the analysis, participants will engage in assessment exercises, in order to fine tune the training material before its final release. SMEs will also be trained to be able to understand and recognise the full potential of open source for their business, so to be free to decide whether they want to use proprietary software or make a partial/full migration to FOSS.

2.2. Structure of Outputs

The three main results of the FOSS4SMEs project will be:

1. The definition of the ECVET curriculum of the FOSS Business user:

As a proper European standard on FOSS education for business is missing, the project intends to provide a reference curriculum to allow international recognition of skills and competences at European level, favouring transparency and mobility, in view of a better employability of SMEs staff.

2. FOSS4SMEs e-learning course:

Within this context, the project will develop one VET course for SMEs' staff on how to use FOSS in their business activities. The course will be hosted on a distant learning platform and will be freely available as an open educational resource.

3. Policy Recommendation:

A policy recommendation report addressed to decision-makers and VET providers will be drafted to promote digital migration to FOSS among European SMEs.

The three main deliverables will be produced in specified dates led by specified project partners described in the following table:

No	Title	Dates	Activity Leader
Output 1	ECVET profile FOSS Business User	01.10.17 – 30.05.18	Dlearn
Output 2	FOSS4SMEs training course	01.06.18 - 30.06.19	DIT
Output 3	Policy recommendations on Free and Open Source Software for European SMEs	01.03.19 – 30.09.19	OFE

Table 1: Overview of project outputs

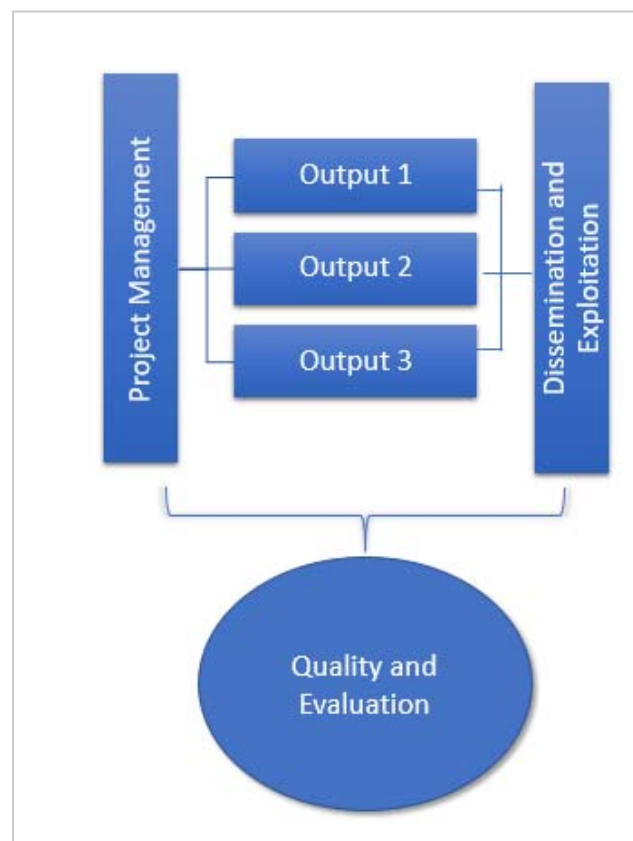


Figure 1: Structure of outputs and workflow

2.3. Outputs and task management

A detailed description on the tasks included in each Output for each partner is included in the proposal, in pages 43-50). Based on this description, this plan analyses the tasks and responsibilities of each team member in a structured table in chapter 4.1.3.

3. Project Management Plan

The Management, Coordination and Evaluation Plan is designed to respond to internal needs in terms of traceability of project level of development and to guarantee the correct management of the activities and the execution of the fixed objectives in due time. It will also contain a series of indicators to proceed to an on-going evaluation according with the percentage/ratios method.

The plan includes the following parts:

1. The Project management structure (PC, MC, roles, tasks and responsibilities);
2. The Project management processes (voting rules, quorum and veto rights, decision-making procedure, conflict resolution, non-compliance procedures and obligations, privacy issues);
3. The Project management procedures (templates of documents, communication rules, email protocols, meetings);
4. The Internal progress monitoring procedures (budget control, timelines, checks, etc.).

The Philosophy governing the management of the project is to maximize the success of the project by: a)establishing well-defined results, b)providing clear definitions of the tasks to perform, c)establishing formal milestones, d)performing consistent coordination of the partners and e)by carefully controlling the time and resources required to perform the project.

3.1. Project Management Structure

3.1.1. Project Management Activities

The main partners of the project team are P1: Atlantis Engineering S.A. (GR), P2: Dlearn (IT), P3: OpenForum Europe (UK), P4: Dublin Institute of Technology (IR), P5: Free Software Foundation Europe e.V. (DE) and P6: University of SKOVDE (SE).

The associated partners that will participate during the implementation of the project (and might change) are: European Small Business Alliance (ESBA), Small Business Standards (SBS), SEPVE and Technopolis cluster.

The “Project management activities” include all actions related to the management, coordination, communication, quality assurance and are summarized in the following table. Overall there are 13 main project management activities. Activities n.7-13 are dissemination activities other than events, which are included under the cost of Project Management. In activity n.10 all partners will develop dissemination materials, but the templates will be developed by P5. Management procedures and processes as described in the Management

plan will be subject to quality evaluation. More information on the role and responsibilities of the Project Manager are provided in chapters 4.1.2 and 4.1.3.

No	Project Management Activity	P1	P2	P3	P4	P5	P6
1	A1: Overall coordination of the project	x					
2	A2: Development of management and coordination plan	x					
3	A3: Daily management	x	x	x	x	x	X
4	A4: Organization of meetings	x	x	x	x	x	
5	A5: Development of Quality Plan and monitoring tools, plus quality evaluation	s	x	s	s	s	S
6	A6: Collection and provision of documents for interim and final report to the NA	x	x	x	x	x	X
7	A7: Development of a Dissemination Plan					x	
8	A8: Publications of articles, news and press releases	x	x	x	x	x	X
9	A9: Creation and maintenance of a project web portal	x					
10	A10: Printed/electronic dissemination materials	x	x	x	x	x	X
11	A11: Preparation of 4 newsletters	x	x	x	x	x	X
12	A12: Link to the project site on the websites of partners	x	x	x	x	x	X
13	A13: Development of Exploitation Plan and implementation of exploitation activities	s	s	s	s	x	S

(s=support)

Table 2: List of Project Management activities

The project methodology is based on three principles: a)identification of the target group, b)sustainability of the project results and c)modular work-based learning, which are described in the proposal pages 37-38.

The methods to assure quality and correct implementation are based on the principles and procedures of quality assurance mechanisms, which envisage three steps: PLAN, EXECUTE, EVALUATE. The consortium will keep this as a reference for the whole project duration, up to the reporting stage and beyond. More information is provided in the “Project Quality Plan”.

3.1.2. Roles of the team members

The FOSS4SMEs project has a clear distinction of roles. Each partner of the consortium will have a specified role during the implementation of the project and will be involved in all tasks in the project. All partners will collaborate with P1-ATL in the monitoring activities, providing the necessary information, reports and the daily monitoring of the tasks and results. The roles of this project are described in detailed here:

1. The Project Manager (PM)

P1-ATL, the applicant organisation, is responsible of the project management and coordination. Mrs Ifigeneia Metaxa (ATL) will be the **Project Coordination Manager (PC)**, in charge of the project coordination day by day and the main mediator among partners and the NA. She will coordinate the planning of the project and the communication among partners.

2. The Management Committee (MC)

The Management Committee (MC) is a direction group, composed of one representative per partner. The 6 members of the group will meet five times during the whole duration of the project, and if needed more often. Regarding quality assurance issues, the MC will take decisions related to remedial/corrective actions, re-scheduling of activities, re-location of tasks/budget or approval of deliverables' final versions. The colleagues forming the MC are: Mrs Ifigeneia Metaxa, Mr Francesco Agresta, Mrs Sachiko Muto, Mr Brian Keegan, Mr Jonas Gamalielsson and Mr Max Mehl.¹

3. The Advisory Board (AB)

The Advisory Board, similar to the MC, is composed of one representative per partner and will meet several times using a FOSS tool (e.g. Framatalk, appear.in) in order to conduct joint interim and final evaluation. A first responsibility is to supervise and execute the implementation of the Quality Plan during the whole project. In addition, the Advisory Board helps to solve emerging problems acting as the second level of conflict resolution process (see more in 4.2.2.). The colleagues forming the AB are: Mrs Ifigeneia Metaxa, Mr Francesco Agresta, Mrs Sachiko Muto, Mr. Brian Gillespie, Mr Jonas Gamalielsson and Mr Matthias Kirschner.²

4. The Coordination Team

The PC is supported by a Coordination Team for the realisation of the tasks, composed by administrative, researcher, accountant and technical personnel, who guarantee the correct realization of the coordinator tasks. The colleagues forming the Coordination Team are: Mrs Katerina Tsinari (ATL), Mrs Elisa Chiesa (Dlearn), Björn Lundell (SKUNI), Peter Manifold (DIT) and Norman Röhner (OFE).

5. The Quality Manager (QM)

The QM will be responsible for the development of the "Project Quality Plan", which will ensure that the project activities are developed within the agreed timetable and according to the framework set to achieve the expected milestones. For this purpose, the QM will collect and analyse partners input via questionnaires every 6 months and will also develop yearly evaluation reports, covering both the quality of processes and deliverables. The colleague responsible for this is Mrs Elisa Chiesa from the organisation Dlearn.

6. The Activity Leader

The Activity Leader will coordinate and monitor all kinds of different activities for a specific activity/output in the project. For each activity he/she will develop a reference document guiding the consortium in the implementation of the various phases and in the monitoring of progress. His/Her planning and reference documents will be first submitted to the Project Manager for consolidation, while variations from this plan must be first agreed with the Project Manager. He/She will be always available to clarify doubts and remind deadlines. Finally, in case of emerging risk/conflict, he will be the first level of mediation. The Activity Leader for Output 1 is Mr Francesco Agresta, for Output 2 Mr Brian Keegan and for Output 3 Mrs Sachiko Muto.

7. The Action Leader

¹ The provided names of the team members might change during the implementation of the project.

² The provided names of the team members might change during the implementation of the project.

The Action Leader is responsible for the evaluation procedure of a specific activity within the context of results' assessment and project deliverables' improvement.

8. Dissemination Manager

The Dissemination Manager will be responsible for the development and implementation of the Dissemination and Exploitation Plan (see 4.4.4.). The consortium has appointed Mr Max Mehl as the Dissemination Manager of this project.

9. Data protection officer

Mrs Katerina Tsinari from ATL.

The following table provides an overview of the partners' employees roles for this project.

Partner	Management Committee	Advisory Board	Coordination Team
ATLANTIS Engineering (ATL)	Ifigeneia Metaxa	Ifigeneia Metaxa	Katerina Tsinari
European Digital Learning Network (Dlearn)	Francesco Agresta	Francesco Agresta	Elisa Chiesa
OpenForum Europe (OFE)	Sachiko Muto	Sachiko Muto	Norman Röhner
Dublin Institute of Technology (DIT)	Brian Keegan	Brian Gillespie	Peter Manifold
University of Skövde (SKUNI)	Jonas Gamalielsson	Jonas Gamalielsson	Björn Lundell
Free Software Foundation Europe (FSFE)	Max Mehl	Matthias Kirschner	?????

Table 3: Management Committee and Advisory Board

Role	Partner/ Organisation
Quality Manager	Elisa Chiesa (Dlearn)
Project Manager	Ifigeneia Metaxa (ATL)
Flexible learning Officer	Brian Gillespie (DIT)
Dissemination Manager	Max Mehl (FSFE)
Data protection officer	Katerina Tsinari (ATL)
Output 1 Activity Leader	Francesco Agresta (Dlearn)
Output 2 Activity Leader	Brian Keegan (DIT)
Output 3 Activity Leader	Sachiko Muto (OFE)

Table 4: Other Project Management roles

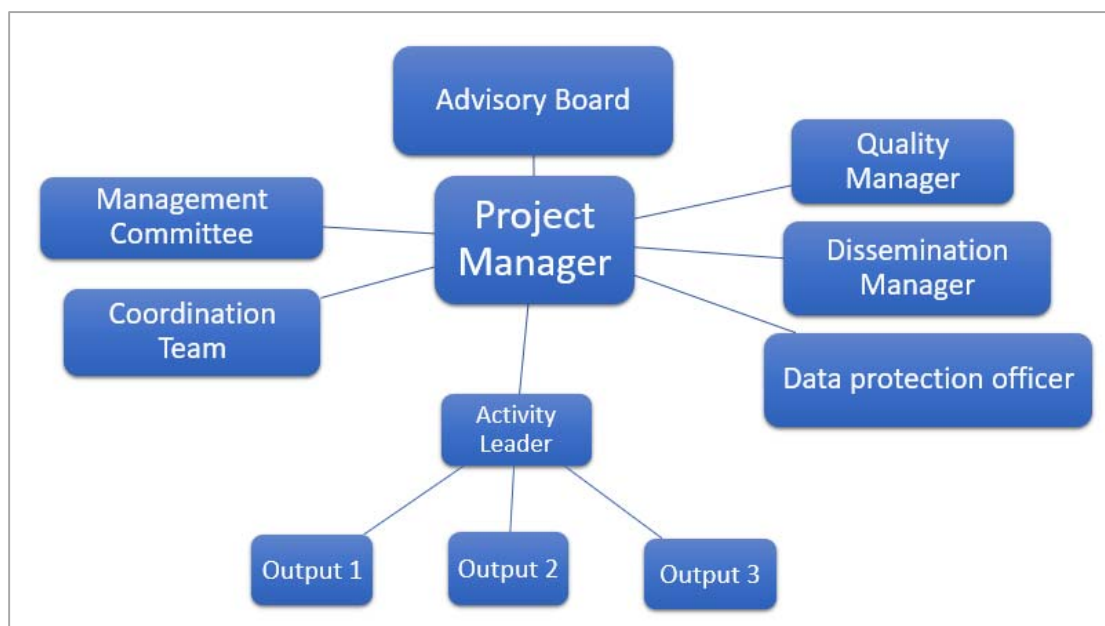


Figure 2: Project Management Organisation

3.1.3. The responsibilities of each partner

The consortium of the project is comprised by experts on FOSS in Europe. Each partner will contribute to the project workplan according to its expertise and agreed extend of participation in the activities of the project as described in the proposal page 31.

The workplan design

The workplan is designed in order to perfectly plan preparatory actions, implementation and field-testing. Each action has a detailed planning of activities, with a clear definition of roles, responsibilities, tasks assigned to each actor and deadlines, as well as indicators and instruments for the on-going and ex post evaluation. The following table provides an example.

N.	Activity	Deliverable/ Task	Role	Responsibility	Deadline	Evaluation	Diss. Level
1	O1/ A1	<i>Document: Methodological framework for the initial research</i>	Activity Leader: P2- DLEARN	Draft of document: P2-DLEARN	M 3	By Quality Manager	CO

Table 5: Workplan example

Structure of an activity

Each activity has an **activity leader** (e.g. Dlearn leads the activity O1-A1), for which it will develop the “Methodological framework for the initial research”. The reference documents developed by each activity leader will work as guidelines for the partners and will be made available in the online workspace for consultation and download at any time (see more in 4.3.3.). Then, there will be time given for questions and the actual project work. After that, every intellectual output produced will undergo a **peer review process**. This will be carried on

internally by the Peer Review Committee, which is composed by one member for each partner (see Annex 3: Peer reviewer Committee of the “Quality Plan”).

As stated in the Quality Plan (p.12) *“each result will be evaluated by two peer-reviewers representatives of two different partners, according to the division of tasks”*. The two selected peer reviewers will be the less involved in the development of the output, so to avoid a conflict of interest. Since there are 6 partners and 3 Intellectual Outputs, each couple of peer reviewers will evaluate one Intellectual Output. The peer-reviewers collect results under review at least 15 days prior to the respective submission deadline. The reviewers will collect the paper under review. If necessary, the results might then be subject to an **external evaluation** carried out by a direct target group and external stakeholders.

Outputs	1st peer-reveiwier	2nd peer-reviewer
Output 1	DIT	SKUNI
Output 2	FSFE	OFE
Output 3	Dlearn	ATL

Table 6: Peer-reviewers

Within the whole project, a)the Action Leaders will be responsible for the specific activity evaluation procedure, b)the Quality Manager will coordinate the overall evaluation framework and will provide assistance, guidance, tools and support and c)the Management Committee (involving all project partners) will take the decisions (if needed) related to remedial/corrective actions, re-scheduling of activities, re-location of tasks/budget, approval of deliverables’ final versions.

The following table provides a detailed list of the particular tasks included in each activity of the project with information on the responsible partner, the agreed timeline as well as the evaluation procedure and the dissemination level. This long table can act as an internal check-list of things to do/consider during the whole project ensuring transparency and qualitative monitoring for each team member. It should allow the project manager, the Activity Leaders and other team members to control the project and also to give on time warnings about the need to change/correct something.

List of deliverables and main actions within each Activity

N.	Activity	Deliverable/ Task	Role	Responsibility	Deadline	Evaluation	Dissem. Level
1		Kick-Off Meeting	ATL	Organise and host	14.11.17		CO
Output 1 – Activity Leader: Dlearn							
2	O1/ A1 Research	Methodological framework for the initial research	Dlearn	Draft	04.12.17	QM	CO
3		Questionnaire: Motivation analysis and training gaps	Dlearn	Create	12.17	QM	CO
4		Field research: Survey	All	Distribute	02.18	Dlearn	CO
5		Desk research - Country report: GR	ATL	Draft	02.18	Dlearn	CO
6		Desk research - Country report: SE	SKOVDE	Draft	02.18	Dlearn	CO
7		Desk research - Country report: IT	Dlearn	Draft	02.18	Dlearn	CO
8		Desk research - Country report: UK	OFE	Draft	02.18	Dlearn	CO
9		Desk research - Country report: IR	DIT	Draft	02.18	Dlearn	CO
10		Desk research - Country report: DE	FSFE	Draft	02.18	Dlearn	CO
11		Peer review and finalisation	<u>Peer-reviewers</u>	Review	03.18		CO
12	O1/ A2 ECVET Curriculum Development	Development of the Competence profile of the EU FOSS BU	Dlearn Involved: ALL	Draft	30.05.18	Dlearn	CO
13		Development of the curriculum of a training course for the FOSS BU	Dlearn	Draft	30.05.18	Dlearn	CO
14		Development of the Assessment procedure for the recognition of competences	Dlearn	Draft	30.05.18	Dlearn	CO
15		Peer review of the competence profile and the curriculum	<u>Peer-reviewers</u>	Review	06.18		CO
16		Development and maintenance of the project website (A9)	ATL	Develop	04.18	QM, MC	PU
17		1st Newsletter	ALL	Draft	04.18	QM	PU

N.	Activity	Deliverable/ Task	Role	Responsibility	Deadline	Evaluation	Dissem. Level
18		Dissemination Plan (A7)	FSFE	Draft	02.2018	PM, QM, MC	CO
19		Exploitation Plan (A13)	FSFE	Draft	06.2018 (start)	PM, QM, MC	CO
20		Project Quality Plan (A5)	Dlearn	Draft	22.12.17	PM, QM, MC	CO
21		Management, Coordination and Evaluation Plan (A2)	ATL	Draft	22.12.17	PM, QM, MC	CO
22		Feasibility Study	OFE	Draft	???????	PM, QM, MC	CO
23		2nd Meeting in Berlin	Organisation: FSFE	Participate: All	05.18		CO
Output 2 – Activity Leader: DIT							
24	O2/ A1 Training course	Development of modular training contents with self-diagnostic tools in English	Leader: DIT	Coordinate	11.18	DIT	
25		Content:	ATL	Draft	11.18	DIT	
26		Content:	DIT	Draft	11.18	DIT	
27		Content:	FSFE	Draft	11.18	DIT	
28		Content:	SU	Draft	11.18	DIT	
29		Content:	OFE	Draft	11.18	DIT	
30		Content:	Dlearn	Draft	11.18	DIT	
31		Peer review and finalisation	<u>Peer-reviewers</u>	Review	12.18		
32	O2/ A2 Translation	Translation in Greek	ATL	Draft	12.18	ATL	CO
33		Translation in Swedish	SU	Draft	12.18	SU	CO
34		Translation in German	FSFE	Draft	12.18	OFE	CO
35		Translation in Italian	Dlearn	Draft	12.18	Dlearn	CO
36	O 2 / A 3	Design plan for the distant learning platform	Leader: ATL	Create	01.19	ATL	

N.	Activity	Deliverable/ Task	Role	Responsibility	Deadline	Evaluation	Dissem. Level
37		Development and customisation of the platform	ATL	Develop	01.19	ATL	
38		Content import and management support	ATL	Import	01.19	ATL	
39		Testing	ATL	Test	01.19	ATL	
40		<u>Peer review and finalisation</u>	<u>Peer-reviewers</u>	<u>Final test</u>	01.19		
41	O2/ A4 FOSS4SMEs Assessment	Methodological Framework with tools for the assessment	Coordination: P6 – SU	Draft and coordinate	10.06.18	QM	
42		Short training activity in GR	ATL	Conduct	03.19	tr. participants	PU
43		Short training activity in IR	DIT	Conduct	03.19	tr. participants	PU
44		Short training activity in DE	FSFE	Conduct	03.19	tr. participants	PU
45		Short training activity in SE	SU	Conduct	03.19	tr. participants	PU
46		Short training activity in the UK	OFE	Conduct	03.19	tr. participants	PU
47		Short training activity in IT	Dlearn	Conduct	03.19	tr. participants	PU
48		VET provider tests applicability of the course in GR	ATL	Organise	05.19	GR VET provider	PU

N.	Activity	Deliverable/ Task	Role	Responsibility	Deadline	Evaluation	Dissem. Level
49		VET provider tests applicability of the course in IR	DIT	Organise	05.19	IR VET provider	PU
50		VET provider tests applicability of the course in DE	FSFE	Organise	05.19	DE VET provider	PU
51		VET provider tests applicability of the course in SE	SU	Organise	05.19	SE VET provider	PU
52		VET provider tests applicability of the course in UK	OFE	Organise	05.19	UK VET provider	PU
53		VET provider tests applicability of the course in IT	Dlearn	Organise	05.19	IT VET provider	PU
54	O2/ A5 Final Release	Evaluation of the e-learning platform	ALL	Conduct	05.19		CO
55		Evaluation of the courses	ALL	Conduct	05.19		CO
56		Improvement of the platform and the courses	ALL	Conduct	06.19		CO
57		Final release	ALL	Conduct	06.19	PM, QM, MC	PU
58		2nd Newsletter	ALL	Draft	02.19		PU
59		3rd Newsletter	ALL	Draft	07.19		PU
60		3rd Meeting in Dublin	Organisation: DIT	Participate: All	01.19		
Output 3 – Activity Leader: OFE							
61	O3/ A1 Terms of reference and research	Definition of terms and objectives	Leader: OFE		03.19	OFE	CO
62		Devise a research brief and strategy	OFE	Draft	03.19	OFE	CO
63		Analysis of project results and impact	OFE	Draft	04.19	OFE	CO
64		Building a model to project potential impact on the performance of European SMEs uptaking the FOSS migration	OFE	Contribute: ALL	04.19	OFE	CO
65		<u>Peer review and finalisation</u>	<u>Peer-reviewers</u>		04.19		

N.	Activity	Deliverable/ Task	Role	Responsibility	Deadline	Evaluation	Dissem. Level
66	O3 / A2 Draft report and consultation	Policy Recommendation Report	Leader: OFE	Contribute: ALL	06.19	OFE	CO
67		Distribution of draft report to stakeholders for review	ALL	Distribute	07.19	OFE	PU
68		Presentation of the report to a multiplier event to collect feedback	OFE	Present	07.19	OFE	PU
69		Peer review and finalisation	Peer-reviewers		07.19		CO
70	O3/A3 Final report	Final recommendation report, summary report, abridged version	OFE	Draft	08.19	PM, QM, MC	PU
71		Presentation of the final recommendation report in the final multiplier event in Brussels	OFE	Organise and present	09.19	OFE	PU
72		4th Meeting in Brussel	Organisation: OFE. Support: Dlearn	Participate: All	09.19		CO
73		4th Newsletter	ALL	Draft	09.19		PU
74		Interim Project Report (to be evaluated by NA)	Dlearn	Draft	M12	QM	PU
75		Final Project Quality Report (to be evaluated by NA)	Dlearn	Draft	M24	QM	PU
76		Progress analysis and recommendations in 6-monthly quality checks and reports	ALL	Draft	04.18, 10.18, 04.19, 09.19		CO
77		Multiplier Event 1 in Greece	ATL	Organise	05.19	ATL	PU
78		Multiplier Event 2 in Italy	Dlearn	Organise	05.19	Dlearn	PU
79		Multiplier Event 3 in Ireland	DIT	Organise	05.19	DIT	PU
80		Exploitation activities	FSFE	Conduct	continually	FESFE	PU

Table 7: List of deliverables within each Activity

3.2. Project management processes

3.2.1. Voting rules, quorum and veto rights, decision-making procedure

Each partner has an equal say in the project, but where necessary, decisions will be made by voting. Decisions during the implementation of the project shall be made at the lowest level of authority in all areas of the project's activities. For all group decisions arising in the project, a consensus decision will be sought. At first, decisions will be handled at Output and Activity level. If a solution cannot be found at this level, the conflict must be escalated to the Project Manager for resolution. If the Project Manager cannot find a solution satisfactory to all involved team members, the issue will be then escalated to the second level, namely the Management Committee.

If the Management Committee does not reach an amicable agreement, the matter will be put to a vote. Each member (Consortium Partner) has a single vote. The Committee shall not deliberate and decide validly unless 50% or two-thirds (2/3) of its Members are present or represented (quorum). Decisions shall then be taken by 50% or a majority of two-thirds (2/3) of the votes cast. Elections will be accomplished either at meetings or by an online system if time restrictions do not allow a decision during a meeting. If after the voting no valid result is taken, the resolution of the conflict will be automatically transferred to the Project Manager. Decisions may only be executed once the relevant part of the Minutes is accepted.

3.2.2. Conflict resolution

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

1. the first level is within the activities in connection with the activity leader. Conflicts concerning technical, technological or activity related issues first will be attempted to be resolved on activity level, where the leader will mediate. In the case the conflict resolution affects the workplan and expected results of the project, the management of conflicts assesses to the second level;
2. the second level -for this project the last escalation level- occurs in the Advisory Board and concerns mainly strategic issues. The AB takes decisions by simple majority vote in order to prevent the project from entering into a deadlock situation. Each member will hold one vote and the Project Coordinator, if necessary, will count for an additional, decisive vote. For serious and urgent matters, the project Coordinator can call an extraordinary management meeting (either through video conferencing or face-to-face).

Also, conflicts concerning issues related to resource allocation and contractual terms will be treated directly in at AB level, however the Project Coordinator will mediate between the parties.

3.2.3. Contingency Plan

The core philosophy of the risk management strategy relies on prediction and prevention. A problematic situation will be addressed as soon as possible and at the lowest possible level, while it is brought to the immediate attention of the Management Committee.

There are numerous risks in the FOSS4SMEs project, which form challenges that can be predicted. P2-DLEARN will develop inside the Quality Plan a specific “**risk and contingency plan**”, which will enhance the assessment and mitigation of events that might adversely impact the project, in order to increase the likelihood of success. This plan will include a table with a list of possible risks, likely causes, a forecast of impacts and probabilities and a suggestion for remedial actions.

By following that table, it will be possible to reflect on the causes of likely emerging risks, so to work on the prevention and the avoidance of problems. It is essential that the list of identified risks that Dlearn will develop, will be regularly updated. Risks are always possible, so it is necessary to study solutions and remedies, working particularly on a re-organisation of tasks and responsibilities able to keep under control the processes and to guarantee results fulfilment. In this respect, key words are flexibility and collaboration: by working together and in a transparent way, the consortium can better manage problems and find solutions to inconsistencies.

Detailed information on the “Risk and Contingency Plan” is provided in the Quality Plan drafted by Dlearn.

3.3. Project Management Procedures: The Coordination Plan

With regard to the management of the project, the partners will be provided with management tools and programs for effective planning, division of tasks and responsibilities, respect for deadlines, planning of activities and conflict resolution, as described in this plan. The efficient use of internet technology and FOSS tools will simplify group coordination and cooperation processes. The rules that apply in the communication, meeting and reporting procedures for this project are analysed hereafter.

3.3.1. Communication procedures and Information exchange

Communication rules

The Consortium partners are located across the European Union, necessitating a certain level of communication skills. The responsibility for completing project deliverables is being delegated through the management structure (see 4.1.), and so the management communication patterns are aligned with the guidelines provided in the previous chapters.

The Project Manager will coordinate information exchange within the project, principally in close cooperation with the respective Action Leader. He will periodically send information about the evolution and status of the project, while all partners will be required to keep track of progress and to ensure proper implementation of the planned activities and immediate action in cases of conflicts and problems.

Daily communication will be assured by regular e-mails. For that reason, the team has already created an e-mailing list including all members of the project team (see table 8). There is also the possibility of online video conferences and calls between the team members (see 4.3.2.), mainly for the scheduled team calls, while for a faster communication there is the chat function of the chosen digital working space of “Keybase”. The consortium has chosen and established the cloud computing tool of “Keybase”, which is an open source solution that facilitates the sharing of information and project management. It consists of web-based

workspaces with full document management facilities, allowing also internal and external group collaborations via Chat and other functions.

Action Leaders will coordinate Output and task information exchange within their responsible working parts in cooperation with the Project Manager, the Quality Manager and other relevant team members. The goal is to keep all partners informed about the planning of activities and the progress of the project in order to maintain maximum transparency between everyone involved increasing synergies of cooperation.

foss4smes-team@lists.fsfe.org
- Ifigeneia (ATL)
- Katerina (ATL)
- Francesco (DLEARN)
- Elisa (DLEARN)
- Sachiko (OFE)
- Norman Röhner (OFE)
- Brian K. (DIT)
- Brian G. (DIT)
- Max (FSFE)
- Björn (SKUNI)
- Jonas G. (SKUNI)

Table 8: FOSS4SMEs e-mailing list

E-Mail protocols

Email communication is used by the project consortium to communicate internally. Specific instructions are given to send emails:

- Email with a specific deadline, the subject should be: Project Name - Deadline DD/MM/YYYY – Text (ex. FOSS4SMEs – Deadline: 30/11/2017 – KOM Comments to the Minutes of Meeting);
- Email without a specific deadline, the subject will be: Project Name – Text (Ex. FOSS4SMEs – Next Meeting).

The project Website

A project website will be developed and maintained by ATL to facilitate efficient means of communication and information sharing (possible link: <http://www.foss4smes-project.eu>). It will provide a suitable and secure way of accessing and maintaining the reports, documents and best practices information resulting from the project. More information on the creation and use of the website will be provided in the “Dissemination and Exploitation Plan” by FSFE.

3.3.2. Meeting procedures

Live Meetings

Four project meetings are foreseen:

- The *kick-off meeting* was held in Thessaloniki, Greece, in 13 and 14 November 2017. The partners had the chance to know each other, discuss and plan the basic and forthcoming project activities according to the successful proposal distributed by the coordinator.

- The *2nd meeting* will take place in Berlin, Germany, in 3 and 4 May 2018, after the end of the research and needs analysis and in view of the finalisation of the ECVET profile. All partners will agree on the final selection of contents to be included in the course and the associated learning outcomes. Dlearn will then deliver the relevant documents (mutual trust tools template, curriculum, etc).
- The partners will meet for the *3rd time* in Dublin, Ireland in January 2019 or December 2018 (01-15.12). At that point the training course will be almost finalised in English, it will be ready for translation and the host training platform will be under development. An agreement will be reached on the pilot test and evaluation methodology and the steps for the development of the policy recommendations.
- The *last meeting* will be held in September 2019 in Brussels, Belgium, where OFE has an office. On that occasion, the partners will agree on the steps for reporting and project closure. They will sign the intellectual property right agreement and sign a common document related to project sustainability after the end of the eligibility period. The final international conference will be also held with the aim to give wide visibility to project result, raise awareness on the issue of FOSS for business and involve decision-makers and stakeholders at European level.

Online Meetings

Ordinary video and teleconference calls will take place every 2 weeks in the beginning of the project and then monthly. Extraordinary meetings can be organised at any time upon written request of any team member to the PM. Online meetings will be scheduled by the use of the FOSS tool “Framadate”³ and will take place in an agreed FOSS tool like e.g. “appear.in”, “Keybase” or “Framatalk”. The PM will give notice per e-mail to each member as soon as possible and within at least 20 calendar days preceding an ordinary online meeting, and 10 calendar days preceding an extraordinary online meeting.

The PM shall email a **meeting agenda** to each Member at least 10 calendar days before an ordinary online meeting. Any team member can add his own discussion point to the original agenda by a written notification to all other team members.

All project meetings should be prepared by the organiser of the meeting, using the standard templates for ‘Agenda’ and ‘Minutes’, downloadable from the “FOSS4SMEs” folder, which is already created for the team in Keybase. The templates include: title, time and purpose of meeting, list of participants, list of discussed topics with decisions etc. Each time a member will be appointed to **keep minutes** and circulate them to all partners, whether they participated or not (same for live meetings/workshops).

The MC will meet five times during the whole duration of the project, and if needed more often, mainly regarding quality assurance issues. The proposed dates for the meetings are: January 2018, May 2018, September 2018, February 2019 and July 2019. The AB similarly to the MC will meet several times online in order to conduct joint interim and final evaluation.

³ Framadate link: <https://framadate.org/>

3.3.3. Reporting procedures, documentation tools and monitoring activities

The generated documents will be circulated, managed and archived, enabling the staff of the project to manage the project 'online' and access important documents from anywhere, at any time. All information will be accessible to authorised team members. All documents will make use of the project logo and FOSS4SMEs' acronym. Document names should start with the prefix "FOSS4SMEs-" in order to facilitate quick identification and indexing. The important deliverable documents should follow the convention: "FOSS4SMEs- Deliverable number - version number -Partner name -Title.extension".

Updates on the project management status will be carried out regularly and various reports, graphics schemes depicting resources employed and costs (e.g. Gantt chart, Network diagram, histograms), or other tools will be used to demonstrate project progress.

Online collaboration tool

The team has created an online shared workspace (project management and collaboration tool) in "**Keybase**", where coordinator and partners can find all the project documentation. Keybase is based on standard Web technology and, as a cloud computing tool, it allows the cooperation of the team members across organisational boundaries and across different system platforms. The use of the tool will be restricted only to team members and the documentation will be organised by:

1. Management (including general documents such as the proposal, budget, other);
2. Implementation (including the project activities);
3. Follow-up (including dissemination, impact assessment and sustainability).

In Keybase, there will be templates on the following documents types: Meeting Agenda, Meeting Minutes, Reports, Timesheets, Powerpoint Presentations (see Annex n.5 for examples). The current templates may be updated and new may be added when required.

ATL will be responsible for securing the data inserted in Keybase daily on its local server.

The mechanism for ensuring quality within the project deliverables will be described in detail in the "Quality and Evaluation Plan" by Dlearn.

Interim Report

The Consortium is required to submit periodic progress reports for the project to the National Agency. The reports will contain detailed information related to the activities carried out during the period in question.

The first interim report will be drafted in M12 by Dlearn and will summarise e.g. the different evaluation steps and all evaluation results. Specifically, the interim evaluation report at the end of the first year of the project will give practical advice for the second project half. Each partner should provide Dlearn with all necessary information for the draft of the report by the deadline set from Dlearn. The report should describe the main achievements and decisions and on what background they were made. Less successful activities should also be mentioned and explained. If certain activities or meetings have taken place in the period, this should be reported, mentioning the major result(s) of that activities and meetings. More information on this can be found in the Quality Plan.

Final Report

The Coordinator together with the Quality Manager will be responsible for producing the final report in M24 for the Greek National Agency. More information on this can be found in the Quality Plan.

Progress analysis and recommendations

Every 6 months biannual administrative reports will be prepared for the Consortium, where detailed reporting and the progress achieved during project execution will be demonstrated. Every partner should provide the necessary information like: the objectives and the status of each Output or Task, updates on the dissemination & exploitation activities, results of the Project Meetings, updates on the cooperation with other partners and information on the planned and actual person months per Output or Task.

The Quality Manager will provide a specific template to the partners in order to fill in the aforementioned information. More information on this can be found in the Quality Plan.

Submission/ Reporting to the Greek National Agency

E+PRP is the new Dissemination and Exploitation platform that offers a comprehensive overview of all projects funded under the Erasmus+ programmes, as well as some projects funded under the previous programmes (Lifelong Learning, Youth in Action, Tempus, Erasmus Mundus, etc.). Project Beneficiaries have to upload project results into the system together with some other basic information in the project card, such as the project's logo and website.

The PM will enter the Beneficiary's Dashboard and formally submit all relevant documents to make them available to the Greek National Agency⁴. The PM will inform all partners for the submission and will upload the final versions of the documents to Keybase as well.

In case project's results are incomplete or inaccurate, or mandatory results are missing, the PM might receive a notification from the project officer in the NA telling him to go back to the dashboard and update the results.

3.4. Internal progress monitoring procedures

3.4.1. Financial Management

Budget Control

The financial management will be carried out by the Coordinator who is responsible for the financial management of the project, including ensuring the proper completion and consolidation of cost claims. The budget will be shared by all the partners according to their expected costs, the cash flows will be controlled and monitored regularly by all partners. Each partner will be responsible for the payments within their own budget share and must provide a financial statement at the end of each project period together with an Explanation of the use of the resources.

⁴ Link to the platform: https://webgate.ec.europa.eu/education_culture/dissemination/share

3.4.2. Time Management

Timelines

The WORK-PLAN is organised on a 24-month basis and is being described in the Quality Plan.

Dissemination activities will start from the beginning of the project but will be reinforced during the second year, when the course will be made available and an exploitation plan will be launched to promote the FOSS4SMEs training system.

A detailed project timetable is presented in Annex n.1.

3.4.3. Quality and Evaluation Plan (Dlearn)

The partner responsible for quality assurance is P2-DLEARN, who is also fundamental for supporting the overall project management and coordination. P2 evaluation and continuous monitoring will be an important part of the whole process of coordination. For that reason, DLEARN will process addressed activities that will help the consortium to reach quality and quantity results and keep the proper way of communication standards between consortium.

P2 has also appointed one staff person as Quality Manager (QM) and will develop the “Project Quality plan” (see 4.1.2.). The purpose of the plan is to ensure that the project activities are developed within the agreed timetable and according to the framework set to achieve the expected milestones. The project plan provides the baseline against which to monitor project costs and project progress stage by stage. It identifies key deliverables, resource requirements and control points, and sets out concrete plans for using both qualitative and quantitative methods to monitor and evidence impact throughout the project. The implementation of the Plan will be supervised by the QM and executed together by all partners through the Advisory board made of one representative per partner.

Quality monitoring will be executed during the whole project and will contribute to the achievement of all project results. Subject to quality evaluation will be management procedures, meetings, intellectual outputs, dissemination activities etc. Analytical details will be provided in the forthcoming plan.

3.4.4. Dissemination and Exploitation Plan (FSFE)

FSFE will prepare the “**Dissemination and Exploitation Plan**” of this project, which will form a guideline for the dissemination of the project results and achievements, both throughout and after the implementation period of the project. It will be updated along the duration of the project and will highlight key stakeholders, methods of communication to be used, roles and responsibilities of partners, customised activities and messages to be conveyed. It will also involve sharing lessons learned and best practice and Intellectual Outputs not only within partner organisations, but also to a national, regional and international audience.

It is planned to implement **4 multiplier events** in order to disseminate the intellectual outputs and raise awareness on the opportunities available for SMEs as for the usage of FOSS. E4 and E5 are cancelled and partners FSFE and SKUNI will not implement an official event in Germany and Sweden; only in Greece, Italy and Ireland and Brussels are hosts of official multiplier events. Each partner will use its networks and channels to reach and involve the target group and relevant stakeholders of this project.

One of the main tools to design and implement the dissemination and exploitation strategy will be the **dissemination and stakeholders' matrix**, that each partner will feed, by identifying and listing the people/organisations relevant for the project.

Besides the overall dissemination and exploitation plan, all partners will have **national plans** that will manage and coordinate the dissemination activities at local levels. Individual plans for dissemination and exploitation will complement the common strategy. The plans will be available through Keybase providing a clear overview of the progress and planned activities.

Apart from the multiplier events, the team will also develop: a project brochure to present the project; 4 electronic Project newsletters comprising information on the project, project results and orientation; articles for publication in relevant regional, national and international journals; other Public events in local regions of each partner.

The project will also use the potential of the **EPALE platform**⁵, which has been created for the adult education projects, initiatives and actions. Partners will exploit the features of this platform, in order to find relevant projects and make professional connections using the partner search repository.

The project will have a page in Twitter: <https://twitter.com/FOSS4SMEs> All partners will use the logos of IKY and the EC flag in their communication and reporting documents. For events within 2017 the project also used the logo for Erasmus Plus 30 years anniversary. Analytical details will be provided in the forthcoming Dissemination Plan.

⁵ EPALE is a multilingual open membership community for teachers, trainers, researchers, academics, policy makers and anyone else with a professional role in adult learning across Europe. It is set up around the sharing of content related to ongoing projects and initiatives. Members of the community can engage with colleagues across Europe through the site's features.

4. Annexes

4.1. The project timetable

		PROJECT TIMETABLE																								
		2017			2018												2019									
		oct	nov	dec	jan	feb	mar	apr	may	jun	jul	aug	sep	oct	nov	dec	jan	feb	mar	apr	may	jun	jul	aug	sep	
Project activity*	MONTHS	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	nov	M13	M14	M15	M16	M17	M18	M19	M20	M21	M22	M23	M24	
A1																										
A2																										
A3																										
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A9																										
A10																										
A11																										
A12																										
A13																										
O1/A1 Research																										
O1/A2 ECVET profile																										
O2/A1 DevOfContents																										
O2/A2 translation																										
O2/A3 FOSS4SMEs Platform																										
O2/A4 Assessment																										
O2/A5 Final release																										
O3/A1-ToR-research																										
O3/A2 Draft.Consult																										
O3/A3 Final report																										
M1																										
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E1																										
E2																										
E3																										
E4																										
E5																										
E6																										

4.2. List of Figures

Figure 1: Structure of outputs and workflow

Figure 2: Project Management Organisation